



DoD Information Technology Testbed Center for Army Lessons Learned

AS-IS Workshop Report 11-13 January 2000

Contract # 0012283 008



GENERAL DYNAMICS
Information Systems

c3risk inc

ANDRULIS
CORPORATION
The Process Company

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Executive Summary

Representatives from US Army Center for Lessons Learned (CALL), General Dynamics Information Systems (GDIS), c3risk inc, and ANDRULIS Corporation conducted a three-day collaborative AS-IS Modeling Session on 11-13 January 2000 at the ANDRULIS Corporation's Integrated Decision Support Center in Arlington, Virginia. The meeting objectives were to train the participants in the Integration Definition for Function Modeling (IDEF0) technique, create a CALL Mission Model, prioritize the CALL mission model activities, and create a user-driven CALL (prioritized A0) AS-IS IDEF model – All objectives were accomplished

During the workshop introduction, the lead of the DITT Core Team and project coordinator, Mr. William Kinsey discussed the objectives of the session. Mr. Roy Carroll, representing Director, CALL, followed by expressing the importance of the project. Next a brainstorming exercise was completed to address the participants' expectations of the session and to review the project schedule. The schedule presented by GDIS was approved and potential opportunities to compress the project schedule were identified. The date 4 February 2000 was set as the milestone to review resource information and finalize the project schedule for collaborative Sessions 3 (OO Modeling) and Session 4 (Systems Requirements Document). The group was then provided an IDEF0 orientation using the proposed CALL mission model from the 20 – 21 December 1999 Scoping Report.

The team reviewed the CALL mission statement provided from the current "Director, CALL Command Briefing." It is critical that The DITT Core Team review the mission statement developed in this session with the Director, CALL to ensure a proper foundation for the development of future project activities. The team validated the purpose, viewpoint and scope of the proposed CALL mission model. The team then validated the top-level (context) diagram (A-0) that describes the CALL mission and the next level (A0) diagram that models the core activities of the CALL. In order to prioritize these core activities the participants conducted a brainstorming exercise to first develop selection criteria. The team selected the order that the activities would be modeled in order to ensure that the AS-IS model would be decomposed to the appropriate level of detail to support the development of the TO-BE model and the identification of functional requirement specifications. The activity PROVIDE CALL DB was unanimously selected as the first target activity. The team decomposed this activity to level three and defined all the sub-activities, inputs, outputs, controls and mechanisms of the model. Thereafter, they collaboratively developed improvement opportunities for each prioritized activity. The team also prioritized the sub-activities of PROVIDE LESSONS LEARNED.

The participants exceeded the session objectives by decomposing PROVIDE LESSONS LEARNED to level three and decomposing PROVIDE CALL WEB SITE AND PROVIDE SECURITY ASSESSMENT to level two.

Last, the team suggested the appropriate individuals for participation in the TO-BE modeling session and reviewed the project schedule to ensure agreement and understanding.

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1 Introduction

1.1 Workshop Overview

The AS-IS modeling workshop was conducted from 11-13 January 2000 at the ANDRULIS Integrated Decision Support Center. Representatives from the Center for Army Lessons Learned (CALL), Department of Defense Information Technology Testbed (DITT) Core Team were in attendance, in addition to support from c3risk inc (c3risk), General Dynamics Information Systems (GDIS) and ANDRULIS (see Appendix A for a full list of attendees).

The planned outcomes for the workshop were to:

- Validate the high level CALL Mission model
- Prioritize the implementation of the major activities
- Develop the CALL/DITT AS-IS model
- Determine improvement opportunities
- Review project schedule and address appropriate issues

The first day of the workshop started with the participants signing in, determining workshop groundrules and stating their expectations for both the 3-day session and the project. This was followed by a critical review of the current project schedule to ensure all parties were in agreement. It was decided that GDIS would be the official repository of the schedule and would maintain version control – The most recent schedule is at Appendix E. Discussion included areas of opportunity to compress the schedule in order to complete the last activity of the project prior to 26 May 2000. It was agreed that these “targets of opportunity” would be reviewed after 4 February 2000 when resource schedules would be more stable. At this time the project schedule would be annotated and/or changed as agreed and then released by GDIS and formerly published in the TO-BE report.

ANDRULIS then presented an overview of Integration Definition for Function Modeling (IDEF0) methodology. In demonstrating the principles of IDEF0, the proposed CALL Mission Model from the 20 – 21 December 1999 Scoping Report was used.

In order to establish a firm foundation for IDEF0 modeling, it is important to understand the stated mission of the organization and to delineate any additional areas that should be modeled. Additional areas are those that the organization is accomplishing that may not be included, but should be included, in their mission statement. The group decided to parse the list according to explicitly stated and mandated missions versus those missions deemed optional. The participants reviewed the current CALL mission statement (obtained from the Command Briefing) and noted additional areas that the CALL/DITT were not only performing but are considered “mandatory” – must be accomplished by the CALL. The resultant core missions that were accepted and underpinned the development of the AS-IS model are to:

1. Collect, analyze and disseminate lessons learned, tactics, techniques, procedures, research material and security assessment to the Army. (Extracted from Command Briefing)
2. Define functional requirements to collect, analyze and disseminate information in order to test, evaluate, develop and transfer to other government agencies new technologies and methodologies.
3. Serve as a functional testbed site (DITT) within the DoD for the development and implementation of technologies that improve the collection, analysis and dissemination of information and data.
4. Store electronically and disseminate operational records and important information for long-term use and preservation.

The CALL DITT Core Team must present mission Activities 2, 3 and 4 as mandatory with the Director CALL in order to give the Director the opportunity to authorize and change the mission statement. The three additional mission activities add value to the CALL mission and are believed to be valid mission activities but are not currently included in the Command Mission statement.

The participants were then asked to state the purpose for building the model, from whose viewpoint and the scope of examination:

- **Purpose:** To identify and define the functions of creating, collecting, analyzing, storing and disseminating information to support the core CALL mission.
- **Viewpoint:** Director, CALL
- **Scope:** Begins with a perceived need or request for information
Ends with the storage or dissemination of information

The group then drafted the A-0 context diagram and the A0 level diagram (see section 3 – AS-IS Activity Model). After defining all the activities and the inputs, controls, outputs and mechanisms (ICOMs) at these two levels, the DITT Core Team established a prioritization process to determine the sequencing for further decomposition. The prioritization criteria applied to each activity used to determine sequencing were:

- High potential for successful implementation
- Mission importance
- Greatest external political impact
- Willing candidates for internal change
- Greatest functional impact

The prioritization was designed to provide a multi-dimensional, in-depth analysis of the best strategy to attack each phase of the project (see Appendix C – Decision Matrices). A phase will be modeling each activity identified in the A0 level sufficient to accomplish TO-BE modeling and the relevant functional requirement specifications for those activities. The resultant prioritized order of modeling activities based upon the DITT Core Team's vote is:

- A4 ENHANCE CALL DATABASE
- A1 PROVIDE LESSONS LEARNED
- A3 PROVIDE CALL WEB SITE
- A2 PROVIDE SECURITY ASSESSMENT

Using the prioritized order noted above, the team proceeded to expand the model to further levels of detail. Both the A4 and the A1 nodes were decomposed two levels with full ICOM views at the A4 and A1 nodes. The completed model is found at Section 3 of this document.

In addition, participants were asked to prioritize the next level of activities within the A4 and A1 nodes. The intent was to gain a sense of which activities would be considered high potential candidates for process improvement. The above criteria were also applied for the prioritization vote. The A4 ENHANCE CALL DATABASE order of priority is:

- A41 PROCESS ACQUISITION
- A43 ENHANCE CALL DB
- A42 ADMINISTRATE CALL DB
- A44 RESEARCH CALL DB
- A45 CONDUCT INFORMATION SECURITY

The A1 PROVIDE LESSONS LEARNED order of priority is:

- A14 DISSEMINATE CALL PRODUCTS
- A13 PUBLISH TRAINING LESSONS LEARNED
- A12 PUBLISH ACTUAL LESSONS LEARNED
- A15 PROCESS REQUEST FOR INFORMATION
- A11 DEVELOP ANNUAL LESSONS LEARNED COLLECTION PLAN

Upon firmly establishing the level two activity nodes, the DITT Core Team provided recommended improvements to the current process within each activity. These recommendations can be found in Section 2 of this document.

The remainder of the workshop was dedicated to completing the A4 and A1 level diagrams including ICOMs with definitions (see Section 3).

The session concluded with a discussion of which CALL individuals should be represented at the TO-BE workshop.

1.3 Background

Prior to conducting the AS-IS development workshop, the contractor parties agreed to meet to address the salient project implementation issues and to provide recommendations for implementation to the CALL.

On 20-21 December 1999 a model assessment and project scoping meeting was conducted between representatives of GDIS, c3risk and ANDRULIS. The purpose of the meeting was to:

- Provide a current status and an assessment of the CALL AS-IS model developed by GDIS (September 1999 and undelivered December 1999 versions)
- Define the roles and responsibilities of all participants
- Develop project assumptions
- Determine the report generation process flow
- Discuss and resolve the requirements of the collaborative meetings
- Review and update the project plan

The results of that meeting are documented in the Scoping Session Workshop Report - Phase 1A, 20-21 December 1999.

1.3 References

- Scoping Session Workshop Report - Phase 1A, 20-21 December 1999
- U.S. Department of Commerce, Federal Information Processing Standards Publication 183 (FIPS PUB 183), *Integration Definition for Function Modeling* (IDEF0), 1993 December 21
- U.S. Department of Commerce, Federal Information Processing Standards Publication 184 (FIPS PUB 184), *Integration Definition for Information Modeling* (IDEF1X), 1993 December 21
- c3risk inc report to the National Media Laboratory, *Center for Army Lessons Learned, DoD Information Technology Testbed*, 10 November 1999

2 Improvement Opportunities

A key first step in developing a TO-BE model is to identify improvement opportunities at each stage of the AS-IS process. The framework for capturing and cataloging these ideas is contained within the AS-IS model.

As the DITT Core Team developed the A4 (PROVIDE CALL DB) and the A1 (PROVIDE LESSONS LEARNED) nodes and their decompositions, they were asked to identify specific areas for process improvement. Comments in italic's are the result of post-session analysis and suggest a means for incorporation into upcoming project activities.

A11 DEVELOP ANNUAL LESSONS LEARNED COLLECTION PLAN

- Should be published and saved and managed as a record (*Output*).

- Could be broadened and used to develop an annual publication strategy that crosses multiple CALL divisions (*Output that controls other activities in the TO-BE model*).
- Input Collection Plan into CALL Collection and Observation Management System (CALLCOMS) and/or someplace for central reference throughout the year -- to include updates. Recommend it be placed on IntraNet or Lessons Learned (LL) Products page (*Output from one activity and an input to appropriate activities*).

A12 PUBLISH ACTUAL OPERATIONS LESSONS LEARNED

- All LL publications should be considered a CALL record and managed as such (*Control as policy*)
- Achieve faster upload of Initial Impression Report (IIR) and derivative CALL products into the CALL repository (CALL DB) and web site. (*To be used in Use Case development during Object Oriented modeling activities*)
- Create automated process or standardized process that enables all LL publications to be disseminated to the CALL DB for upload, long-term access and retrieval. (*Mechanism*)
- Utilize summer hires for backlog conversion. (*Mechanism*)
- Comply with Modern Army Record Keeping System (MARKS) (*Control*)

A13 PUBLISH TRAINING LESSONS LEARNED

- Achieve faster upload of training lessons learned products into the CALL repository (CALL DB) and web site. (*To be used in Use Case development during Object Oriented development activities*)
- All LL publications should be considered a CALL record and managed as such (*Control*)
- Review hardcopy dissemination lists to determine applicability. Consider placing large products on Compact Disks instead of publishing in hardcopy. Will save in mailing costs. (*Output and specified medium of storage*)

A14 DISSEMINATE CALL PRODUCTS

- All products should end up in the CALL DB for library/archival purposes. (*Appropriate inputs into CALL DB*)

- Achieve faster upload of all CALL products into the CALL repository (CALL DB) and web site and thus improve capability to execute the dissemination mission. *(To be used in Use Case development during Object Oriented development activities)*
- Procure, develop or modify existing software to enable the collection and population of metadata at the desktop creation level that enables an output of the final document or record to include metatags needed for the web environment and metadata to the long-term repository (CALL DB). *(Mechanism)*
- Standardize metadata being created or appended to CALL documents. *(Output)*

A15 PROCESS REQUEST FOR INFORMATION

- Apply a workflow tool that enables automated routing and capture of metrics for Request For Information (RFI) and Freedom Of Information Act (FOIA) processing to support the Administration of RFIs. *(Mechanism)*
- Urgent need to capture request and response within the CALL DB to satisfy future RFIs. *(Inputs)*
- Appoint a position that is responsible for compiling (creating) a report on a routine basis for all RFIs and FOIAs incorporating the categories already utilized by the Administrative FOIA Log. Expand if necessary. *(Mechanism)*
- Document tracking and increased metadata capture should make documents and records easier to locate. *(Mechanism)*
- Use workflow/document management/Records Management Application (RMA) software to automate process and manage output as a record. *(Mechanism)*

A41 PROCESS ACQUISITION

- Pull acquisitions from short-term repository. *(Input)*
- Minimum metadata attached *(Control-if requirement, mechanism-if tool)*
- Implement Supporting Technology. Document Management System, Workflow system for routing and gather metrics, develop reports. *(Mechanism)*
- Provide system-generated metadata. *(Mechanism)*
- Assist document creators in locating records *(Mechanism)*

- Have acquisitions automatically pushed from short term to long-term repository based upon a rule set. *(Mechanism)*
- Capture system-generated metadata and auto-populate core CALL DB metadata elements. *(Mechanism)*
- Capture usage statistics and feedback to enhancement process. *(Input)*
- Better OCR engine. *(Mechanism)*
- Incorporate software tools to assist in redaction. *(Mechanism)*
- Add the word objects or change document/record to object. *(To be used in Use Case development during Object Oriented development activities)*

A42 ADMINISTRATE CALL DB

- Auto launch processes that can be unattended *(Mechanism and/or a functional requirement)*
- Automated detection of possible duplicate records. *(Mechanism and/or a functional requirement)*
- Capture correction activity as an automated report process. *(Mechanism)*
- Unassisted load and index of CALL DB. *(Mechanism and/or a functional requirement)*
- Provide auto-feedback to CALL RD regarding # of documents uploaded. *(Mechanism and/or a functional requirement)*

A426 PERFORM STORAGE MANAGEMENT

- Ensure most recent and requested document/records are on-line by moving old and infrequently accessed documents/records to reside on near-line and off-line storage media *(Mechanism and/or a functional requirement)*

A43 ENHANCE CALL DB

- Develop and implement a central new requirements database/repository. *(Mechanism and/or a functional requirement)*
- Advanced hierarchical storage system. *(Mechanism and/or a functional requirement)*
- Advanced search tools. *(Mechanism and/or a functional requirement)*

- Manage documents/records with RMA (*Mechanism and/control*)
- Test and prototype new processing and conversion technologies. (*Mechanism and/or a functional requirement*)
- Develop 1, 3 and 5 year plans (*Control and/or Output*)
- Automate a workflow process that will provide CALL DB Lexicographer with new terms needed for CALL Thesaurus. (*Mechanism and/or a functional requirement*)
- Re-examine core technology (*Potential new activity*)
- Establish a control board and associated process to review and approve changes/enhancements to the system. (*Potential new activity and/or mechanism*)

A44 RESEARCH CALL DB

- Additional metadata to aid in document search and retrieval. (*Mechanism and/or a functional requirement*)
- Integrated thesaurus capability. (*Mechanism and/or a functional requirement*)
- Implement automated workflow for RFI, specifically FOIAs, and gather handling and processing metrics for reporting and analysis purposes. (*Mechanism*)
- Improved RFI tracking. (*Mechanism and/or a functional requirement*)
- Integrate CALL Thesaurus into the CALL DB. (*Mechanism and/or a functional requirement*)

A45 CONDUCT INFORMATION SECURITY

- Ability to conduct online, semi-automated and automated redaction/declassification review of standardized documents. (*Mechanism and/or a functional requirement*)
- Define workflow requirements for the declassification process. (*Control*)
- Develop standardized metadata for declassification process and determine which elements must be transferred to the CALL DB for search, retrieval and long-term management with the respective version(s). (*Control*)

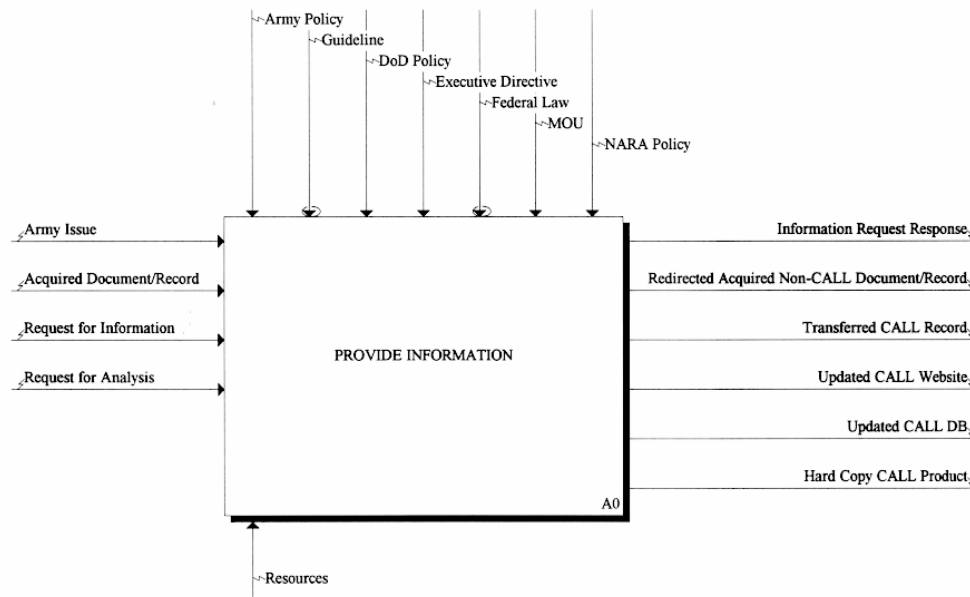
3. AS-IS Activity Model

3.1 Introduction

The top level in an IDEF0 process model is the context diagram. It describes the most inclusive activity (there is only one activity named at the top level of the model) of the model and inputs, controls, outputs and mechanisms to that activity.

An activity is the transformation of inputs into outputs, performed by mechanisms under the constraints set by controls. The CALL Mission Model context diagram can be “read” as: Army Issue, Acquired Document/Record, Request for Information and Intelligence Community Issue, (input) is transformed into Information Request Response, Redirected Acquired Non-CALL Document/Record, Transferred CALL Record, Updated CALL Website, Updated CALL DB and Hard Copy CALL Product (output) by Resources (the mechanism), under the guidance of Army Policy, Guideline, DOD Policy, Executive Directive, Federal Law, MOU and NARA Policy (the controls).

For a complete guide on how to read an IDEF0 activity model see Appendix B of this report



Purpose To identify and define the functions of creating, collecting, analyzing, storing and disseminating information to support the core CALL mission.

Viewpoint Director, CALL

Scope Begins with a perceived need or request for information. Ends with the storage or dissemination of information

A-0 PROVIDE INFORMATION The manual and electronic processes, methodologies and supporting technologies required to create, acquire, store, manage, process, analyze and disseminate information, documents, or records. Evaluate technologies that may improve the execution of the CALL mission.

Acquired Document/Record Document or record, regardless of media, sent to the CALL from non-CALL sources. Also known as an acquisition. Material collected or received for the CALL business processes.

Army Issue Issues determined by the Army to be of sufficient importance as to warrant the development of lessons learned

Army Policy Documents that govern Army operations, activities and missions.

DoD Policy Documents that govern DoD operations, activities and missions.

Executive Directive Order issued to the federal government directly by the President (e.g., EO 12958).

Federal Law Enacted by Congress.

Guideline Instructions, based on law, regulations or best practices, issued by a government agency.

Hard Copy CALL Product Paper and CD-ROM CALL products

Information Request Response Document disseminated to satisfy a request for information.

MOU Memorandum of Understanding (Agreement) is a written agreement between agencies which is like a contract and which defines the purpose, scope and responsibilities of all parties in regards to an activity of interest to all parties.

NARA Policy The published rules and guidelines of the National Archives and Records Administration.

Redirected Acquired Non-CALL Document/Record Non-CALL documents returned to original source or retired to a Federal Records Center (NARA facility).

Request for Analysis Requests for analysis are received by the Foreign Military Studies Office (FMSO) and focus on analysis of foreign military security matters. Results of a request for analysis are unclassified "products". Activities that incorporate the analysis include researching, writing, and publishing from unclassified sources about the military establishments, doctrines and strategic, operational and tactical practices of selected foreign armed forces. FMSO also studies a variety of civil-military and transnational security issues affecting the U.S. military, such as peacekeeping and peace enforcement, counter-drug support, terrorism, insurgency and peacetime contingency operations.

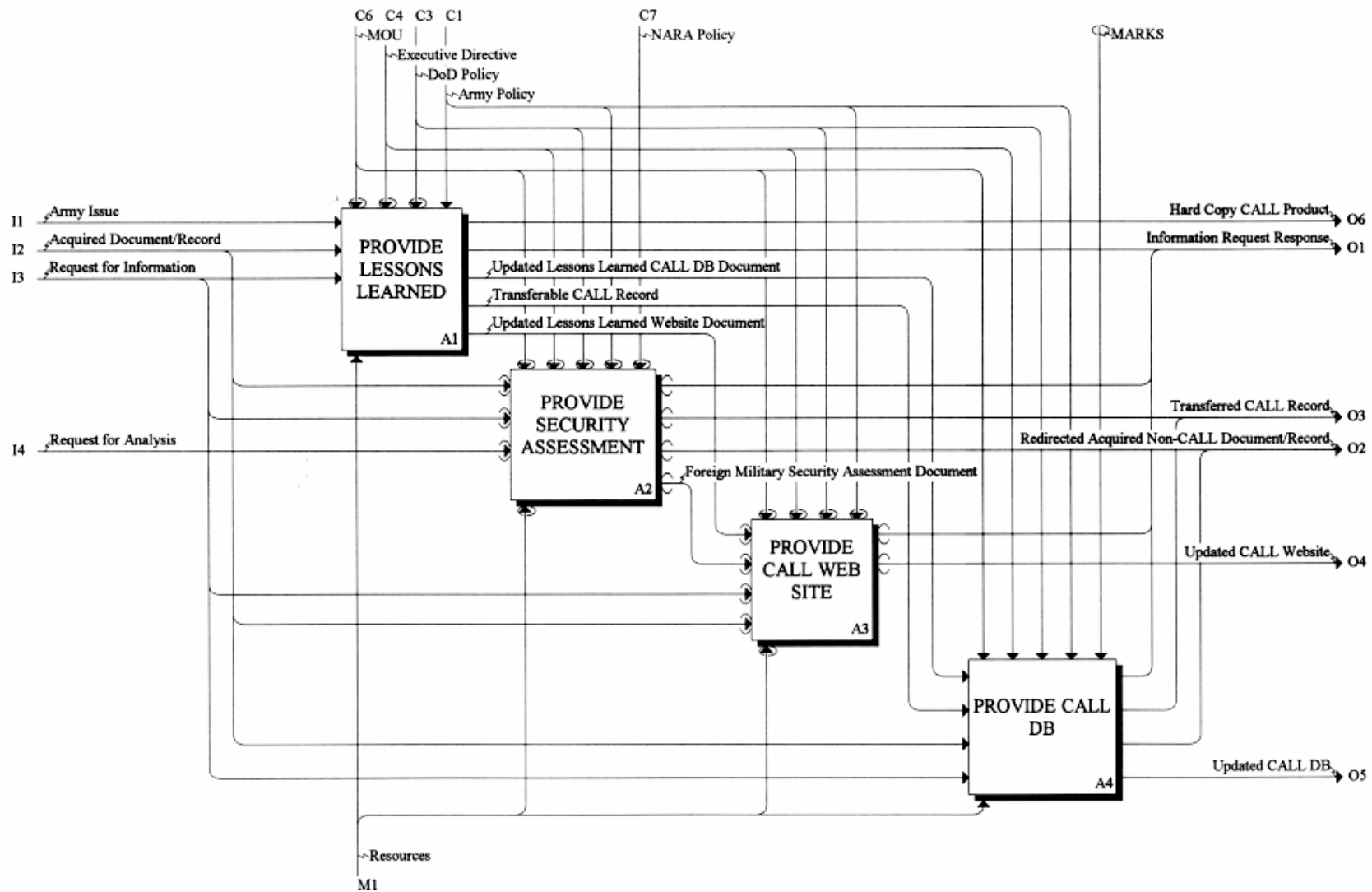
Request For Information A government or nongovernmental request by an individual or organization.

Resources Personnel, equipment, technology, facilities, supplies, funds, intellectual properties, etc.

Transferred CALL Record Transferred or retired CALL business process record to approved Army repository or NARA facility.

Updated CALL DB Added, removed or upgraded advanced tools, documents and records and that are of importance to the Army and the US military

Updated CALL Website Revised information, resource links and advanced tools that are of current importance to the Army and the US military



A1 PROVIDE LESSONS LEARNED Create lessons learned documents and records (products) from subject-matter expert observations and other primary and secondary sources pertaining to the collective training and operational experience of the Army with the aim of educating and instructing Army units, leaders and soldiers in the execution of missions and tasks using the best tactics, techniques and procedures available.

A2 PROVIDE SECURITY ASSESSMENT Collect, compile and analyze information, documents and records needed to support or substantiate trends and predict the future direction of foreign militaries and governments. This analysis results in the creation of CALL, Foreign Military Studies Office (FMSO) documents and records (products) that support the intelligence community.

A3 PROVIDE CALL WEB SITE Make available information, resource links and advanced tools that are considered of importance to the Army and the US military from multiple sources, accessible through the use of Internet technologies and interfaces.

A4 PROVIDE CALL DB Acquire, process, store, manage and make available multimedia documents and records in a long term electronic library/archival repository, accessible through the use of information technologies and interfaces.

Acquired Document/Record Document or record, regardless of media, sent to the CALL from non-CALL sources. Also known as an acquisition. Material collected or received for the CALL business processes.

Army Issue Issues determined by the Army to be of sufficient importance as to warrant the development of lessons learned

Army Policy Documents that govern Army operations, activities and missions.

Foreign Military Securities Assessment Document Article, conference paper/presentation, book or other product collected or generated as a result of foreign military security assessment studies.

Hard Copy CALL Product Paper and CD-ROM CALL products

Information Request Response Document disseminated to satisfy a request for information.

MARKS Modern Army Record keeping System (MARKS), Army Regulation 25-400-2 is the governing regulation (rules) that govern the Army Record keeping System. It contains file categories, descriptions, dispositions and record retirement instructions for official Army records. It is currently under revision and current information is available electronically from the Army, Records Management Declassification Agency (RMDA) web site.

NARA Policy The published rules and guidelines of the National Archives and Records Administration.

Redirected Acquired Non-CALL Document/Record Non-CALL documents returned to original source or retired to a Federal Records Center (NARA facility).

Request for Analysis Requests for analysis are received by the Foreign Military Studies Office (FMSO) and focus on analysis of foreign military security matters. Results of a request for analysis are unclassified "products". Activities that incorporate the analysis include researching, writing, and publishing from unclassified sources about the military establishments, doctrines and strategic, operational and tactical practices of selected foreign armed forces. FMSO also studies a variety of civil-military and transnational security issues affecting the U.S. military, such as peacekeeping and peace enforcement, counter-drug support, terrorism, insurgency and peacetime contingency operations.

Request For Information A government or nongovernmental request by an individual or organization.

Resources Personnel, equipment, technology, facilities, supplies, funds, intellectual properties, etc.

Transferable CALL Record A CALL generated record that has been finalized and is now eligible for transfer to either another division for further processing (e.g., to the Research Division for long-term archiving) or eligible for transfer/retirement through the records management channels (e.g., transfer/retire to an approved Army or NARA facility).

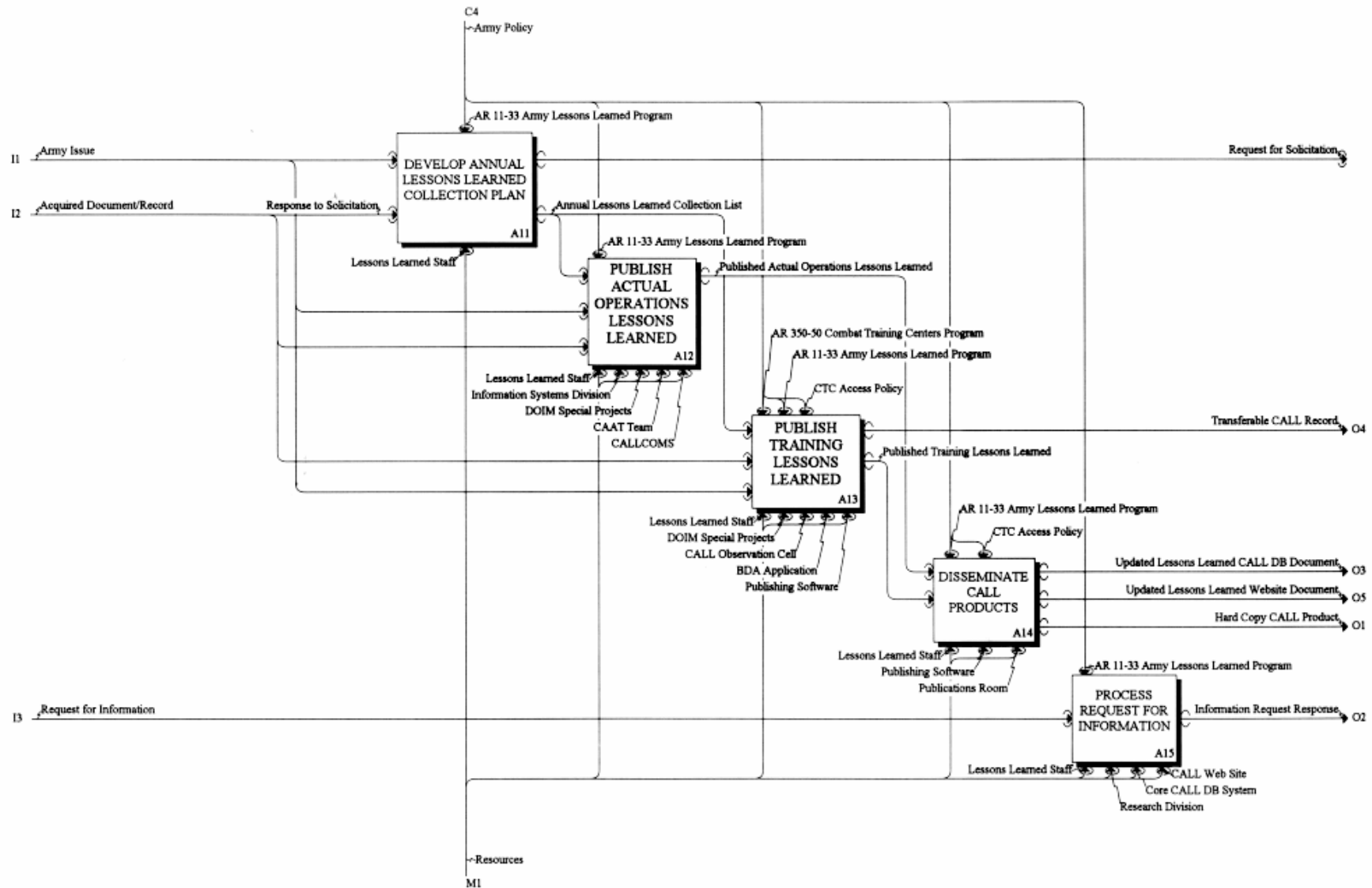
Transferred CALL Record Transferred or retired CALL business process record to approved Army repository or NARA facility.

Updated CALL DB Added, removed or upgraded advanced tools, documents and records and that are of importance to the Army and the US military

Updated CALL Website Revised information, resource links and advanced tools that are of current importance to the Army and the US military

Updated Lessons Learned CALL DB Document Subject-matter expert and observer-controller observations (as incorporated in IIRs) as well as other primary and secondary source materials pertaining to Army collective training and actual operations as well as the lessons learned products (records) that are created within the Lessons Learned Division as a result of its analysis of these materials. These documents are in an electronic native format.

Updated Lessons Learned Website Document Lessons learned products (records) that are created within the Lessons Learned Division. These documents are in HTML format and contain simplified graphics.



A11 DEVELOP ANNUAL LESSONS LEARNED COLLECTION PLAN For each fiscal year, solicit and collect issues important to the Army and create a list of prioritized issues for use in collecting actual operation lessons learned.

A12 PUBLISH ACTUAL OPERATIONS LESSONS LEARNED Collect and publish lessons learned from Army actual operations.

A13 PUBLISH TRAINING LESSONS LEARNED Collect and publish lessons learned from Army combat training centers.

A14 DISSEMINATE CALL PRODUCTS Output from this area is input to Provide CALL DB and Provide CALL Web Site.

A15 PROCESS REQUEST FOR INFORMATION Administrate (e.g. log, prioritize, assign), research and generate response to request for information.

Acquired Document/Record Document or record, regardless of media, sent to the CALL from non-CALL sources. Also known as an acquisition. Material collected or received for the CALL business processes.

Army Issue Issues determined by the Army to be of sufficient importance as to warrant the development of lessons learned

Army Policy Documents that govern Army operations, activities and missions.

AR 11-33 Army Lessons Learned Program Establishes and governs the Army Lessons Learned program.

AR 350-50 Combat Training Centers Program Establishes the mission and governs the operations of the Army's Combat Training Centers.

BDA Application The Battle Damage Assessment (BDA) Application, maintained and accessed within the CTC Branch of the Lessons Learned Division (with DOIM-Special Projects support), contains statistical battle/equipment loss data generated during CTC training exercises by CTC instrumentation systems and observer/controllers.

CAAT Team Combined Arms Assessment Teams (CAATs) are teams of subject matter experts (SMEs) that are assembled by CALL and deployed to Army contingency operations in order to gather observations in response to stated deployed unit, Army and TRADOC lessons learned requirements (Army issues). The TRADOC centers and schools generally provide the SMEs who comprise the CAATs.

CALL Observation Cell CALL personnel assigned to the CTCs to represent the interests of CALL. e.g. collect CTC training feedback documents, coordinate execution of CALL focused rotation program.

CALL Website Web site hosted and maintained by CALL to provide a single point of entry to CALL information resources and other information assets. ([HTTP://call.army.mil](http://call.army.mil))

CALLCOMS CALL Collection and Observation Management System (CALLCOMS) is a GOTS application the CAAT team uses to perform the mission of collecting observations about previously identified issues relating to Actual Operations. A generic version of this Army-oriented application is being developed under the name of Joint CALLCOMS also known as JCOMS.

Core CALL DB System. The hardware/software/network/data suite that serves as the CALL DB. Critical components include RetrievalWare 6.7, Informix 7.3, SUN Solaris enterprise servers, PowerBuilder 6 client/server government developed applications (MetaSnap and MetaMaint). The CALL DB is hosted in three separate security environments; Public Access, Unclassified Sensitive and Classified Secret

CTC Access Policy Directive from the Chief of Staff, Army defining authorized access to Combat Training Center documents and records and approval mechanisms for authorization.

DOIM Special Projects A branch within the Directorate of Information Management that is dedicated to providing information technology services to the CALL.

Hard Copy CALL Product Paper and CD-ROM CALL products

Information Request Response Document disseminated to satisfy a request for information.

Information Systems Division Within the CALL organization that provides the organization with information technology services/equipment/infrastructure.

Lessons Learned Staff Responsible for collection, analysis, creation and dissemination of lessons learned products. Consists of the Chief, Lessons Learned, Deputy, military analysts in the Actual Operations Branch and Combat Training Center Branch, administrative support staff and editors.

Publications Room Lessons Learned products produced in hard copy stored for ongoing dissemination. CALL has two publication rooms, one in the basement of CALL and the other at the Defense Automated Printing Service (DAPS) facility at Fort Leavenworth. The Publications Room is staffed and also contains desktop technology to include a database for mailing lists.

Publishing Software Desktop publishing software used to edit, package and create the lessons learned products to be published. Includes graphic designer software.

Request For Information A government or nongovernmental request by an individual or organization.

Request for Solicitation A memo to TRADOC schools and other Army organizations requesting their input concerning major actual operation and training issues.

Research Division of the Center for Army Lessons Learned, which has the responsibility for receiving and preparing documents and records for upload onto the CALL DB, conducting research on the CALL DB in response to RFIs, and for the Information and Physical Security Programs of the Center for Army Lessons Learned as a whole.

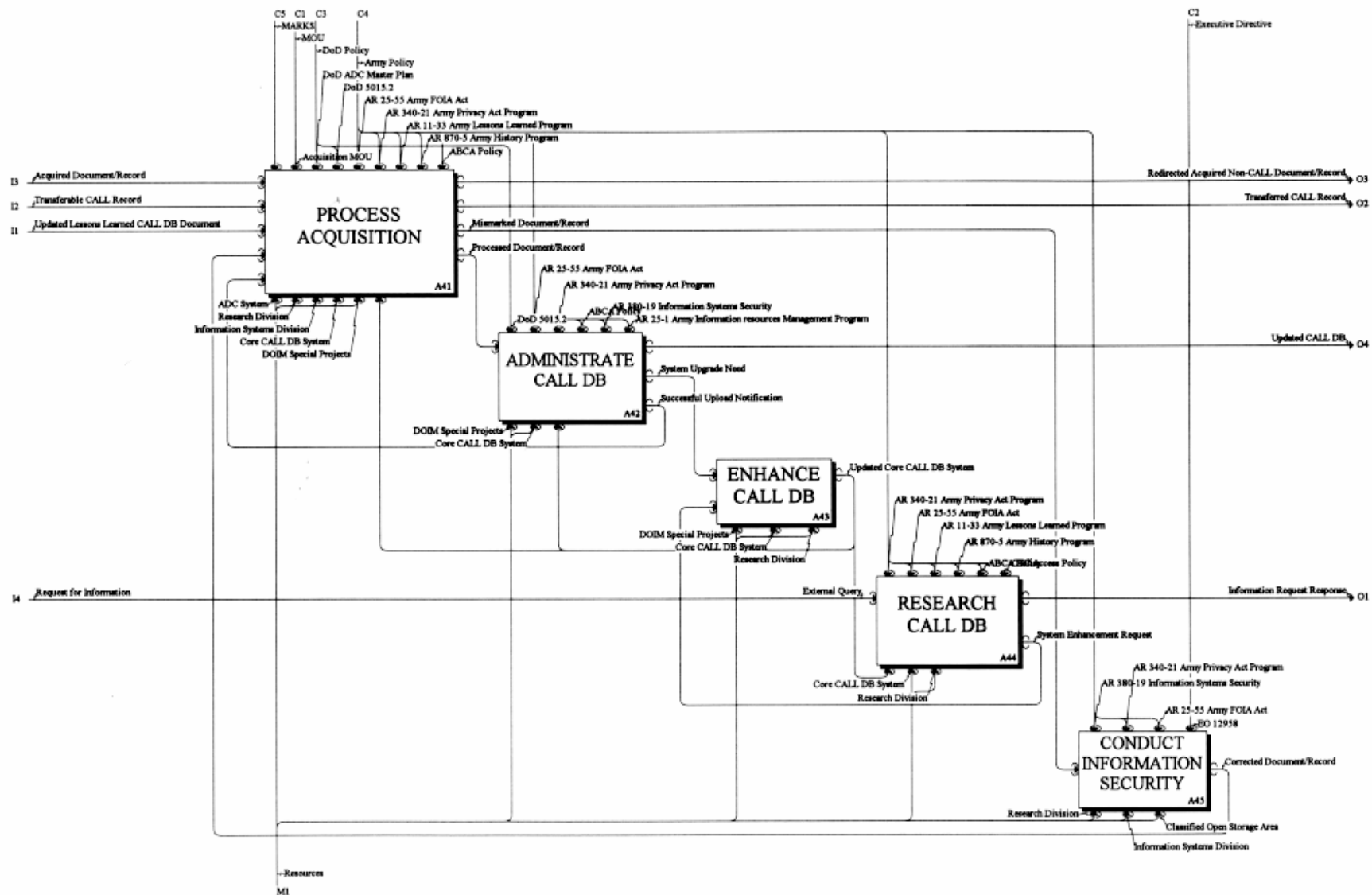
Response to Solicitation Army Training and Actual Operations issues submitted in response to a CALL Solicitation.

Resources Personnel, equipment, technology, facilities, supplies, funds, intellectual properties, etc.

Transferable CALL Record A CALL generated record that has been finalized and is now eligible for transfer to either another division for further processing (e.g., to the Research Division for long-term archiving) or eligible for transfer/retirement through the records management channels (e.g., transfer/retire to an approved Army or NARA facility).

Updated Lessons Learned CALL DB Document Subject-matter expert and observer-controller observations (as incorporated in IIRs) as well as other primary and secondary source materials pertaining to Army collective training and actual operations as well as the lessons learned products (records) that are created within the Lessons Learned Division as a result of its analysis of these materials. These documents are in an electronic native format.

Updated Lessons Learned Website Document Lessons learned products (records) that are created within the Lessons Learned Division. These documents are in HTML format and contain simplified graphics.



A41 PROCESS ACQUISITION Perform functions associated with the reception, preparation, handling, management and loading of acquisitions onto the CALL DB. Additionally, perform functions associated with the transfer and retirement of documents and records already processed.

A42 ADMINISTRATE CALL DB Load and index documents/records, correct processing errors, perform day-to-day system administration activities.

A43 ENHANCE CALL DB Perform systems development life-cycle activities.

A44 RESEARCH CALL DB Conduct electronic search and retrieval of documents and records from the CALL DB.

A45 CONDUCT INFORMATION SECURITY Perform document security classification review, security declassification, redaction (to include sanitization) and physical security.

ABCA Policy American, British, Canadian, Australian (New Zealand) (ABCA) Lessons Learned collaboration. This policy is a negotiated agreement between the lessons learned community to share lessons learned with each other. The access, usage, content and collaboration are documented in the policy.

Acquired Document/Record Document or record, regardless of media, sent to the CALL from non-CALL sources. Also known as an acquisition. Material collected or received for the CALL business processes.

Acquisition MOU A memorandum of understanding or agreement between CALL and other agencies, military or federal organizations, that establishes guidelines, responsibilities and procedures for partnership, collaboration and processing of documents and records for upload onto the CALL DB.

ADC System Automated Document Conversion System enables the conversion of hard copy documents into an electronic format. Includes a mid-level scanner, a workflow management system that enables distributed processing, optical character recognition (OCR) software, visual quality check and rework stations and the capability to output digital information into various formats, e.g., TIFF, PDF, TXT

AR 11-33 Army Lessons Learned Program Establishes and governs the Army Lessons Learned program.

AR 25-1 Army Information Resources Management Program Governs system administration and lifecycle management of media and data.

AR 25-55 Army FOIA Act Provides guidance and directives for the receipt of request for official records that governs the administrative management, processing and release of government information to the public in compliance with 5 USC 552 and 552a, 32 CFR 518 and 505, DoD 5400.7-R, DoD 5400.11-R, AR 25-55 and AR 340-21.

AR 340-21 Army Privacy Act Program Protects certain personal information on individuals (e.g., SSNs, addresses, home phone numbers) from unauthorized disclosure by the Federal government in compliance with 5 USC 552 and 552a, 32 CFR 518 and 505, DoD 5400.7, DoD 5400.11-R, AR 25-55 and AR 340-21.

AR 380-19 Information Systems Security Governs information systems security requirements and responsibilities.

AR 870-5 Army History Program Governs and implements the Army History Program.

Army Policy Documents that govern Army operations, activities and missions.

Classified Open Storage Area In the CALL, several rooms have been cleared for open storage of classified information, documents and records up to and including Secret collateral. These areas are protected with security systems and access cards and are governed by physical and information security regulations. This area also contains access to classified secret WAN (Secure Protocol Network - SIPRNet) to include classified email.

Core CALL DB System The hardware/software/network/data suite that serves as the CALL DB. Critical components include RetrievalWare 6.7, Informix 7.3, SUN Solaris enterprise servers, PowerBuilder 6 client/server government developed applications (MetaSnap and MetaMaint). The CALL DB is hosted in three separate security environments; Public Access, Unclassified Sensitive and Classified Secret.

Corrected Document/Record A document that was inaccurately classified or marked by the creator and consequently due to this process, corrected by the Security Specialist. In this instance we are referring to *security* classification (e.g., Unclassified, Secret, etc.) and supplemental markings (e.g., FOUO, NOCON, Public Releasable, etc.).

CTC Access Policy Directive from the Chief of Staff, Army defining authorized access to Combat Training Center documents and records and approval mechanisms for authorization

DoD 5015.2 Department of Defense Directive, dated April 11, 1997, DoD Records Management Program. From this directive a standard, DoD 5015.2-STD, was developed and issued, titled, "Design Criteria Standard for Electronic Records Management Software Applications, dated November 1997, issued by the Assistant Secretary of Defense for Command, Control, Communications, and Intelligence (ASD C3I). This Standard is issued under the authority of DoD Directive 5015.2, "Department of Defense Records Management Program," April 11, 1997, which provides implementing and procedural guidance on the management of records in the Department of Defense. This Standard sets forth mandatory baseline functional requirements for Records Management Application (RMA) software used by DoD Components in the

implementation of their records management programs; defines required system interfaces and search criteria to be supported by the RMAs; and describes the minimum records management requirements that must be met, based on current National Archives and Records Administration (NARA) regulations.

DoD ADC Master Plan Document published by the ASD(C3I) that outlines the policy, procedures and standards for programs on Automated Document Conversion

DOIM Special Projects A branch within the Directorate of Information Management that is dedicated to providing information technology services to the CALL.

EO 12958 Executive Order 12958. Presidential Executive Order 12958, Classified National Security Information, dated April 17, 1995. This order prescribes a uniform system for classifying, safeguarding, and declassifying national security information. Our democratic principles require that the American people be informed of the activities of their Government.

Information Request Response Document disseminated to satisfy a request for information.

Information Systems Division within the CALL organization that provides the organization with information technology services/equipment/infrastructure.

MARKS Modern Army Record keeping System (MARKS), Army Regulation 25-400-2 is the governing regulation (rules) that govern the Army Record keeping System. It contains file categories, descriptions, dispositions and record retirement instructions for official Army records. It is currently under revision and current information is available electronically from the Army, Records Management Declassification Agency (RMDA) web site.

Mismarked Document/Record Mismarked documents or records that are identified by Research Division personnel as lacking appropriate classification markings that make their actual security classification readily apparent to the average user (e.g., a record or a document with a paragraph classification marking, but lacking required top and bottom page markings).

Processed Document/Record An electronic document or record, meta data and CALL DB load script for upload onto the CALL DB.

Redirected Acquired Non-CALL Document/Record Non-CALL documents returned to original source or retired to a Federal Records Center (NARA facility).

Request For Information A government or nongovernmental request by an individual or organization.

Research Division of the Center for Army Lessons Learned, which has the responsibility for receiving and preparing documents and records for upload onto the CALL DB, conducting research on the CALL DB in response to RFIs, and for the Information and Physical Security Programs of the CALL as a whole.

Successful Upload Notification Phone calls and emails from DOIM Special Projects informing the Research Division of a successful upload into the CALL DB of records and documents.

System Enhancement Request A CALL-approved request to DOIM Special Projects for a change to the Core CALL DB system.

System Upgrade Need Requirement for hardware or software upgrade to the Core CALL DB.

Transferable CALL Record A CALL generated record that has been finalized and is now eligible for transfer to either another division for further processing (e.g., to the Research Division for long-term archiving) or eligible for transfer/retirement through the records management channels (e.g., transfer/retire to an approved Army or NARA facility).

Transferred CALL Record Transferred or retired CALL business process record to approved Army repository or NARA facility.

Updated CALL DB Added, removed or upgraded advanced tools, documents and records and that are of importance to the Army and the US military

Updated Core CALL DB System Completed updating of the hardware/software/network/data suite that serves as the CALL DB.

Updated Lessons Learned CALL DB Document Subject-matter expert and observer-controller observations (as incorporated in IIRs) as well as other primary and secondary source materials pertaining to Army collective training and actual operations as well as the lessons learned products (records) that are created within the Lessons Learned Division as a result of its analysis of these materials. These documents are in an electronic native format.

3.2 Glossary

The participants developed the following terms and definitions during the AS-IS session. Terms in capital letters (e.g. ADMINISTRATE CALL WEB SITE) indicate an activity. Terms that are case sensitive (e.g. Army Issue) indicate an input, control, output, or mechanism. The alphanumeric designations (e.g. A0, A4) indicate where the terms appear on the IFEF0 AS-IS model.

ABCA Policy

A41 / A42 / A44

American, British, Canadian, Australian (New Zealand) (ABCA) Lessons Learned collaboration. This policy is a negotiated agreement between the lessons learned community to share lessons learned with each other. The access, usage, content and collaboration are documented in the policy.

Acquired Document/Record

A0 / A1 / A2 / A3 / A4 / A12 / A13 / A41

Document or record, regardless of media, sent to the CALL from non-CALL sources. Also known as an acquisition. Material collected or received for the CALL business processes.

Acquisition MOU

A41

A memorandum of understanding or agreement between CALL and other agencies, military or federal organizations, that establishes guidelines, responsibilities and procedures for partnership, collaboration and processing of documents and records for upload onto the CALL DB. Current Acquisition MOUs are:

DoD, Partnership for Peace (PfP) and the CALL to provide international outreach for CALL products, services and potential international information input in CALL's mission areas via the PIMS (PfP Information Management System) Wide Area Network (WAN).

US Army Logistics Management College and the CALL to assist DLSIE (Defense Logistics System) with technical expertise to receive their already processed data and records and upload them to the CALL DB.

Army Mounted Maneuver Battle Lab (MMBL) and CALL to receive electronic records of the new Tactical Operations Center (TOC) and disseminate lessons learned to meet the Commander's critical information requirements.

Verbal agreement, documented by a Memorandum for Record, between the Army's 10th Mountain Division, to acquire, digitize then retire their Haiti and Hurricane Andrew Operations Other than War records.

Verbal agreement, documented by a Memorandum for Record between the Environmental Support Group (now part of the Army, Records Management and Declassification Agency), to digitize and return operational records from the Somalia collection.

HQ, European Command (EUCOM) History Office (Stuttgart Germany), the Center for Army Lessons Learned and the National Archives and Records Administration provide the authority for Joint historical records generated by EUCOM to be sent directly to the CALL for processing and upload to the CALL DB and retired to the NARA under a pre-approved General Records Schedule files classification established by the NARA for HQ EUCOM.

HQ, European Command (EUCOM), Stuttgart Germany and the Center for Army Lessons Learned, (involving the EUCOM Information Systems Division) to receive electronically acquired and arranged documents, records and respective metadata from the European Command History On-Line (ECHO) system.

ADC System

A41

Automated Document Conversion System enables the conversion of hard copy documents into an electronic format. Includes a mid-level scanner, a workflow management system that enables distributed processing, optical character recognition (OCR) software, visual quality check and rework stations and the capability to output digital information into various formats, e.g., TIFF, PDF, TXT

ADMINISTRATE CALL DB

A4 (A42)

Load and index documents/records, correct processing errors, perform day-to-day system administration activities.

ADMINISTRATE CALL WEB SITE

A3 (A32)

Load and index documents and records, create and maintain URL links as needed/required for the CALL web site and perform day-to-day system administrative activities.

ADMINISTRATE REQUEST

A15 (A151)

Administrate (e.g. log, prioritize, assign), research and generate response to request for information.

Annual Lessons Learned Collection List

A11 / A12 / A13

A prioritized list of Army lessons learned issues to be examined in a given fiscal year.

AR 11-33 Army Lessons Learned Program

A11 / A12 / A13 / A14 / A15 / A41 / A44

Establishes and governs the Army Lessons Learned program.

AR 25-1 Army Information Resources Management Program

A42

Governs system administration and lifecycle management of media and data.

AR 25-55 Army FOIA Act

A41 / A42 / A44 / A45

Provides guidance and directives for the receipt of request for official records that governs the administrative management, processing and release of government information to the public in compliance with 5 USC 552 and 552a, 32 CFR 518 and 505, DoD 5400.7-R, DoD 5400.11-R, AR 25-55 and AR 340-21.

AR 340-21 Army Privacy Act Program

A41 / A42 / A44 / A45

Protects certain personal information on individuals (e.g., SSNs, addresses, home phone numbers) from unauthorized disclosure by the Federal government in compliance with 5 USC 552 and 552a, 32 CFR 518 and 505, DoD 5400.7, DoD 5400.11-R, AR 25-55 and AR 340-21.

AR 350-50 Combat Training Centers Program

A13

Establishes the mission and governs the operations of the Army's Combat Training Centers.

AR 380-19 Information Systems Security

A42 / A45

Governs information systems security requirements and responsibilities.

AR 870-5 Army History Program

A41 / A44

Governs and implements the Army History Program.

Army Issue

A0 / A1 / A11 / A12 / A13

Issues determined by the Army to be of sufficient importance as to warrant the development of lessons learned

Army Policy

A0 / A1 / A2 / A3 / A4

Documents that govern Army operations, activities and missions.

BDA Application

A13

The Battle Damage Assessment (BDA) Application, maintained and accessed within the CTC Branch of the Lessons Learned Division (with DOIM-Special Projects support), contains statistical battle/equipment loss data generated during CTC training exercises by CTC instrumentation systems and observer/controllers.

CAAT Team

A12

Combined Arms Assessment Teams (CAATs) are teams of subject matter experts (SMEs) that are assembled by CALL and deployed to Army contingency operations in order to gather observations in response to stated deployed unit, Army and TRADOC lessons learned requirements (Army issues). The TRADOC centers and schools generally provide the SMEs who comprise the CAATs.

CALL Observation Cell

A13

CALL personnel assigned to the CTCs to represent the interests of CALL, e.g. collect CTC training feedback documents, coordinate execution of CALL focused rotation program.

CALL Website

A15

Web site hosted and maintained by CALL to provide a single point of entry to CALL information resources and other information assets. ([HTTP://call.army.mil](http://call.army.mil))

CALLCOMS

A12

CALL Collection and Observation Management System (CALLCOMS) is a GOTS application the CAAT team uses to perform the mission of collecting observations about previously identified issues relating to Actual Operations. A generic version of this Army-oriented application is being developed under the name of XCOMS.

Classified Open Storage Area

A45

In the CALL, several rooms have been cleared for open storage of classified information, documents and records up to and including Secret collateral. These areas are protected with security systems and access cards and are governed by physical and information security regulations. This area also contains access to classified secret WAN (Secure Protocol Network - SIPRNet) to include classified email.

COLLECT OBSERVATIONS

A12 (A123)

The method and act of interpreting visual, oral or written information and applying a subject matter expert analysis to the information, then documenting their observation and analysis in narrative format. This results in a CALL mission record called,

“Observation”. A CAAT Team member “observes” and places their observation, in narrative format, into the CALL Collection and Observation Management System (CALLCOMS).

CONDUCT BACKUP

A42 (A425)

Perform full through incremental system and data backups.

CONDUCT INFORMATION SECURITY

A4 (A45)

Perform document security classification review, security declassification, redaction (to include sanitization) and physical security.

CONDUCT POSTDEPLOYMENT WORKSHOP

A12 (A124)

A one-week workshop conducted by CALL Lessons Learned Division for each respective CAAT team, after their deployment to an area of observation to consolidate their observations, categorize and analyze them and create a draft Initial Impressions Report (IIR).

CONDUCT PREDEPLOYMENT WORKSHOP

A12 (A122)

A one-week workshop conducted by CALL Lessons Learned Division, for chosen CAAT team members, training them in the methodology and supporting information systems to create a collection plan, collect observations to create an Initial Impressions Report. The pre-deployment workshop establishes the ground rules, creates a list of questions that need answering (a collection plan), and trains CAAT team members in the usage of the information system designed to support them prior to their deployment to the area of observation.

CONDUCT SECURITY DECLASSIFICATION

A45 (A451)

Review and declassify appropriate CALL-created and acquired documents

Core CALL DB System

A15 / A41 / A42 / A43 / A44

The hardware/software/network/data suite that serves as the CALL DB. Critical components include RetrievalWare 6.7, Informix 7.3, SUN Solaris enterprise servers, PowerBuilder 6 client/server government developed applications (MetaSnap and MetaMaint). The CALL DB is hosted in three separate security environments (1) Public Access, (2) Unclassified Sensitive, and (3) Classified Secret.

CORRECT ERRORS

A42 (A423)

Improve document/record appearance.

CORRECT HIERARCHICAL STRUCTURE

A42 (A424)

Move any document/record incorrectly placed in the repository.

Corrected Document/Record

A45 / A41

A document that was inaccurately classified or marked by the creator and consequently due to this process, corrected by the Security Specialist. In this instance we are referring to *security* classification (e.g., Unclassified, Secret, etc.) and supplemental markings (e.g., FOUO, NOCON, Public Releasable, etc.).

CREATE PRODUCT

A2 (A23)

From research, analysis, and subject matter expertise, create a foreign military assessment document, article, briefing, or lecture.

CREATE RESEARCH PRODUCTS

A44 (A442)

Create a secondary source document by conducting research on the CALL DB.

CTC Access Policy

A13 / A14 / A44

Directive from the Chief of Staff, Army defining authorized access to Combat Training Center documents and records and approval mechanisms for authorization.

DETERMINE NEW REQUIREMENT

A43 (A431)

Continually look for ways to improve the CALL DB.

DEVELOP ANNUAL LESSONS LEARNED COLLECTION PLAN

A1 (A11)

For each fiscal year, solicit and collect issues important to the Army and create a list of prioritized issues for use in collecting actual operation lessons learned.

DEVELOP RESEARCH PLAN

A2 (A21)

Foreign Military Studies Office analysts provide their anticipated areas of interest, based on trends, perceived needs or requests from the U.S. Army and Department of Defense leadership to the FMSO Director, who compiles and determines an annual research plan for this CALL division. This research plan supports the FMSO goals to include: a) thorough, quality research, b) timely products, responsive to Army needs, c) accessibility to soldiers, d) outreach to academe, and e) extensive networking with domestic and foreign military researchers and research organizations.

DISSEMINATE CALL PRODUCTS

A1 (A14)

Output from this area is input to Provide CALL DB and Provide CALL Web Site.

DISSEMINATE PRODUCT

AS (A24)

To make available a foreign military assessment document, article, briefing, or lecture produced by the CALL Foreign Military Studies Office.

DoD 5015.2

A41 / A42

Department of Defense Directive, dated April 11, 1997, DoD Records Management Program. From this directive a standard, DoD 5015.2-STD, was developed and issued, titled, "Design Criteria Standard for Electronic Records Management Software Applications, dated November 1997, issued by the Assistant Secretary of Defense for Command, Control, Communications, and Intelligence (ASD C3I). This Standard is issued under the authority of DoD Directive 5015.2, "Department of Defense Records Management Program," April 11, 1997, which provides implementing and procedural guidance on the management of records in the Department of Defense. This Standard sets forth mandatory baseline functional requirements for Records Management Application (RMA) software used by DoD Components in the implementation of their records management programs; defines required system interfaces and search criteria to be supported by the RMAs; and describes the minimum records management requirements that must be met, based on current National Archives and Records Administration (NARA) regulations.

DoD ADC Master Plan

A41

Document published by the ASD(C3I) that outlines the policy, procedures and standards for programs on Automated Document Conversion

DoD Policy

A0

Documents that govern DoD operations, activities and missions.

DOIM Special Projects

A12 / A13 / A41 / A42 / A43

A branch within the Directorate of Information Management that is dedicated to providing information technology services to the CALL.

ENHANCE CALL DB

A4 (A43)

Perform systems development life-cycle activities.

ENHANCE CALL WEB SITE

A3 (A33)

Improve or add new search and retrieval technology, restructure web pages to improve functionality, add or remove new information resources (links, government and

commercial repositories, documents, information) to better serve CALL customers of the CALL Home Page and subsequent links.

EO 12958

A45

Executive Order 12958. Presidential Executive Order 12958, Classified National Security Information, dated April 17, 1995. This order prescribes a uniform system for classifying, safeguarding, and declassifying national security information. Our democratic principles require that the American people be informed of the activities of their Government.

ESTABLISH CAAT

A12 (A121)

The administrative and military leadership support required to identify and solicit subject matter experts within the respective military disciplines to participate in a Combined Arms Assessment Team to collect observations from an Actual Operation to develop a lessons learned product. The administrative support includes travel arrangements, funding, on and off-site training.

Executive Directive

A0

Order issued to the federal government directly by the President (e.g., EO 12958).

External Query

A44

A request for information that comes from individuals who are authorized to access the CALL DB.

Federal Law

A0

Law enacted by Congress.

Foreign Military Securities Assessment Document

A2 / A3

Article, conference paper/presentation, book or other product collected or generated as a result of foreign military security assessment studies.

FORM PRODUCT

A13 (A133)

Analyze documents and records received from the Combat Training Centers to develop newsletters, bulletins, articles, and form trends analysis to publish Training Lessons Learned.

GENERATE RESPONSE

A15 (A153)

Feedback or official response to the requestor, through approved channels of the requested information. If the requested information is not found or is not releasable, provide referral information to the customer, if known.

Guideline

A0

Instructions, based on law, regulations or best practices, issued by a government agency.

Hard Copy CALL Product

A0 / A1 / A14

Paper and CD-ROM CALL products

IDENTIFY SECURITY CLASSIFICATION LEVEL

A45 (A452)

Verify appropriate security classification labeling and apply proper labeling.

IMPLEMENT SOLUTION

A43 (A434)

Incorporate enhancement into operational system (buy, design, build, test)

INDEX NEW DOCUMENT/RECORD

A42 (A422)

Create content and metadata-based search and retrieval indices.

Information Request Response

A0 / A1 / A2 / A3 / A4 / A15 / A44

Document disseminated to satisfy a request for information.

Information Systems Division

A12 / A41 / A45

Division within the CALL organization that provides the organization with information technology services/equipment/infrastructure.

Lessons Learned Staff

A11 / A12 / A13 / A14 / A15

Responsible for collection, analysis, creation and dissemination of lessons learned products. Consists of the Chief, Lessons Learned, Deputy, military analysts in the Actual Operations Branch and Combat Training Center Branch, administrative support staff and editors.

MARKS

A4 / A41

Modern Army Record Keeping System (MARKS), Army Regulation 25-400-2 is the governing regulation (rules) that govern the Army record keeping system. It contains file categories, descriptions, dispositions and record retirement instructions for official Army records. It is currently under revision and current information is available electronically from the Army, Records Management Declassification Agency (RMDA) web site.

Mismarked Document/Record

A41 / A45

Mismarked documents or records that are identified by Research Division personnel as lacking appropriate classification markings that make their actual security classification readily apparent to the average user (e.g., a record or a document with a paragraph classification marking, but lacking required top and bottom page markings).

MOU

A0

Memorandum of Understanding (Agreement) is a written agreement between agencies which is like a contract and which defines the purpose, scope and responsibilities of all parties in regards to an activity of interest to all parties.

NARA Policy

A0 / A2

The published rules and guidelines of the National Archives and Records Administration.

PERFORM PHYSICAL SECURITY

A45 (A453)

Perform facility access control, create and maintain security-related procedures, perform security practice awareness and maintain secure processing equipment.

PERFORM RESEARCH

AS (A22)

Conduct necessary research, on-line, in person, or through observation to create and compile a foreign military assessment product.

PREPARE ACQUISITION

A4 (A412)

Physically handle and process acquisitions received. Processing includes the creation of a MetaSnap ini file for metadata input incorporating the core CALL DB metadata elements, conversion, checking for virus, metadata creation or augmentation, visual quality check, hierarchical organization and arrangement of acquisitions received by the RD. Create document management and status reports, perform daily updates.

PRIORITIZE ISSUES

A11 (A113)

The prioritization of Army Issues to develop Army lessons learned.

PROCESS ACQUISITION

A4 (A41)

Perform functions associated with the reception, preparation, handling, management and loading of acquisitions onto the CALL DB. Additionally, perform functions associated with the transfer and retirement of documents and records already processed.

PROCESS ELECTRONIC COPY

A14 (A143)

The formation and handling of a Word, WordPerfect, PDF and HTML, to include imbedded graphics, to produce a Lessons Learned product for dissemination.

PROCESS HARD COPY

A14 (A142)

The formation and handling of a Word, WordPerfect, PDF and HTML, to include imbedded graphics, to produce an analog (e.g., paper copy) Lessons Learned product for dissemination.

PROCESS REQUEST FOR INFORMATION

A1 (A15)

Administrate (e.g. log, prioritize, assign), research and generate response to request for information.

PROCESS WEB ACQUISITIONS

A3 (A31)

The acquisition, capture, handling, download and saving of a document found on the NIPRNet, SIPRNet, or Internet, conversion to a migration format and upload onto the CALL DB.

Processed Document/Record

A41 / A42

An electronic document or record, meta data and CALL DB load script for upload onto the CALL DB.

PROVIDE CALL DB

A0 (A4)

Acquire, process, store, manage and make available multimedia documents and records in a long-term electronic library/archival repository, accessible through the use of information technologies and interfaces.

PROVIDE CALL WEB SITE

A0 (A3)

Make available information, resource links and advanced tools that are considered of importance to the Army and the US military from multiple sources, accessible through the use of Internet technologies and interfaces.

PROVIDE INFORMATION

A-0

The manual and electronic processes, methodologies and supporting technologies required to create, acquire, store, manage, process, analyze and disseminate information, documents, or records. Evaluate technologies that may improve the execution of the CALL mission.

PROVIDE LESSONS LEARNED

A0 (A1)

Create lessons learned documents and records (products) from subject-matter expert observations and other primary and secondary sources pertaining to the collective training and operational experience of the Army with the aim of educating and instructing Army units, leaders and soldiers in the execution of missions and tasks using the best tactics, techniques and procedures available.

PROVIDE RESOURCE TOOLS

A3 (A34)

Evaluate and make available advanced tools that provide increased functionality to meet requests for enhancements.

A2 PROVIDE SECURITY ASSESSMENT

A0 (A2)

Collect, compile and analyze information, documents and records needed to support or substantiate trends and predict the future direction of foreign militaries and governments. This analysis results in the creation of CALL, Foreign Military Studies Office (FMSO) documents and records (products) that support the intelligence community.

Publications Room

A14

Lessons Learned (LL) products produced in hard copy stored for ongoing dissemination. CALL has two publication rooms, one in the basement of CALL and the other at the Defense Automated Printing Service (DAPS) facility at Fort Leavenworth. The Publications Room is staffed and also contains desktop technology to include a database for mailing lists.

PUBLISH ACTUAL OPERATIONS LESSONS LEARNED

A1 (A12)

Collect and publish lessons learned from Army actual operations.

PUBLISH DERIVATIVE CALL PRODUCT

A12 (A126)

The compilation from numerous information sources into an unclassified, publicly releasable CALL Lessons Learned product.

PUBLISH INITIAL IMPRESSIONS REPORT

A12 (A125)

Make available in hard copy, the finalized Unclassified, For Official Use Only, Initial Impressions Report compiled by a CAAT team then edited and finalized by CALL Lessons Learned, Actual Operations Branch.

PUBLISH TRAINING LESSONS LEARNED

A1 (A13)

Collect and publish lessons learned from Army combat training centers.

Published Actual Operations Lessons Learned

A12 / A14

Actual operations lessons learned products consisting of Initial Impressions Report, CALL Newsletter, News From The Front, Handbooks and Special Products.

Published Training Lessons Learned

A13 / A14

Training lessons learned products consisting of Training Techniques, CTC Trends, CTC Quarterly Bulletin, CTC Trends Compendium, CTC Videos, CTC Newsletter, and CTC Related Articles.

Publishing Software

A13 / A14

Desktop publishing software used to edit, package and create the lessons learned products to be published. Includes graphic designer software.

RECEIVE ACQUISITION

A41 (A411)

The physical receipt, accountability and acknowledgement of documents and records into the Research Division for processing and upload to the CALL DB. Release document or record for processing.

RECEIVE CTC INFORMATION

A13 (A131)

Documents received from each Combat Training Center created training rotations submitted to the CALL Lessons Learned Division, CTC Branch for analysis, archiving, and lessons learned development.

RECEIVE ISSUES

A11 (A112)

After solicitation of Army military leadership, Army Issues received to be incorporated into the annual Lessons Learned Collection Plan.

REDACT DOCUMENT

A45 (A454)

Authorized removal of sensitive information from documents.

Redirected Acquired Non-CALL Document/Record

A0 / A2 / A4 / A41

Non-CALL documents returned to original source or retired to a Federal Records Center (NARA facility).

Request for Analysis

A-0 (A2)

Requests for analysis are received by the Foreign Military Studies Office (FMSO) and focus on analysis of foreign military security matters. Results of a request for analysis are unclassified "products". Activities that incorporate the analysis include researching, writing, and publishing from unclassified sources about the military establishments, doctrines and strategic, operational and tactical practices of selected foreign armed forces. FMSO also studies a variety of civil-military and transnational security issues affecting the U.S. military, such as peacekeeping and peace enforcement, counter-drug support, terrorism, insurgency and peacetime contingency operations.

Request For Information

A0 / A1 / A2 / A3 / A4 / A15

A government or nongovernmental request by an individual or organization.

Request for Solicitation

A11

A memo to TRADOC schools and other Army organizations requesting their input concerning major actual operation and training issues.

RESEARCH CALL DB

A4 (A44)

Conduct electronic search and retrieval of documents and records from the CALL DB.

Research Division

A15 / A41 / A43 / A44 / A45

Division of the Center for Army Lessons Learned, which has the responsibility for receiving and preparing documents and records for upload onto the CALL DB, conducting research on the CALL DB in response to RFIs and for the Information and Physical Security Programs of the Center for Army Lessons Learned as a whole.

RESEARCH POTENTIAL SOLUTIONS

A43 (A432)

Actively search for best of class.

RESEARCH REPOSITORIES

A15 (A152)

Electronic query issued to CALL Products Web Repository (not CALL DB), Military search engines on CALL Web Site and CALLCOMS if appropriate to satisfy a request for information.

Resources

A0 / A1 / A2 / A3 / A4

Personnel, equipment, technology, facilities, supplies, funds, intellectual properties, etc.

RESPOND TO RFI

A44 (A443)

Conduct research to find information in response to RFIs.

Response to Solicitation

A11

Army Training and Actual Operations issues submitted in response to a CALL Solicitation.

REVIEW CTC INFORMATION

A13 (A132)

Review electronic files received via a File Protocol Transfer (FTP) process for completeness, forwarding to CALL Research Division for processing and upload to the respective CALL DB CTC Fileroom (Transferable CALL Record). Other electronic files received via Email or in hardcopy are analyzed for development and incorporation into newsletters, bulletins, articles, publications or trends.

SELECT SOLUTION

A43 (A433)

Choose right solution for right reason.

SEPARATE TYPE PRODUCT

A14 (A141)

Determine which formats will be utilized to create the dissemination copy, which requires conversion from the native format or creation of a dissemination copy. The dissemination document is normally altered when it is prepared for the CALL Web Site due to intensive graphics or imbedded graphics; the copies of the native format document is retained in several places on the CALL file server local area network and personal hard drives.

SOLICIT ISSUES

A11 (A111)

Formal memoranda that is prepared by CALL, issued through channels by the Director CALL, soliciting any Army Issues to be included in the annual lessons learned collection plan.

STOCK PRODUCTS

A14 (A144)

The transaction of receiving, inventorying, stocking, storing and disseminating routinely and on-demand, hardcopy Lessons Learned publications. CALL maintains two stock rooms, one on-site in Bldg 50W and one off-site, at the Training Support Center. Shelves are used in the on-site room, pallets in the off-site facility.

Successful Upload Notification

A42 / A41

Phone calls and emails from DOIM Special Projects informing the Research Division of a successful upload into the CALL DB of records and documents.

System Enhancement Request

A44 / A43

A CALL-approved request to DOIM Special Projects for a change to the Core CALL DB system.

System Upgrade Need

A42 / A43

Requirement for hardware or software upgrade to the Core CALL DB.

TRANSFER ELECTRONIC ACQUISITION

A4 (A413)

Prepare documents and records for transfer with their corresponding completed metadata and load script files.

TRANSFER OR RETIRE HARD-COPY DOCUMENTS AND RECORDS

A4 (A414)

Transfer or retire hard-copy documents and records to approved DoD and NARA repositories. After acquisitions have been fully processed, an inventory is created or compiled from existing information to the folder level (at a minimum). Hard-copy records are retired to the respective Federal Record Center (NARA), documents are returned to originators or loaners in accordance with the governing MOU. If no MOU exists, these documents are also retired to the respective Federal Records Center.

Transferable CALL Record

A1 / A4 / A13 / A41

A CALL generated record that has been finalized and is now eligible for transfer to either another division for further processing (e.g., to the Research Division for long-term archiving) or eligible for transfer/retirement through the records management channels (e.g., transfer/retire to an approved Army or NARA facility).

Transferred CALL Record

A0 / A2 / A4 / A41

Transferred or retired CALL business process record to approved Army repository or NARA facility.

UPDATE CALL THESAURUS

A44 (A441)

Routinely improve the content and structure of the CALL Thesaurus.

Updated CALL DB

A0 / A4 / A42

Added, removed or upgraded advanced tools, documents and records and that are of importance to the Army and the US military

Updated CALL Website

A0 / A3

Revised information, resource links and advanced tools that are of current importance to the Army and the US military

Updated Core CALL DB System

A43 / A41 / A42 / A44

Completed updating of the hardware/software/network/data suite that serves as the CALL DB.

Updated Lessons Learned CALL DB Document

A1 / A4 / A14 / A41

Subject-matter expert and observer-controller observations (as incorporated in IIRs) as well as other primary and secondary source materials pertaining to Army collective training and actual operations as well as the lessons learned products (records) that are created within the Lessons Learned Division as a result of its analysis of these materials. These documents are in an electronic native format.

Updated Lessons Learned Website Document

A1 / A3 / A14

Lessons learned products (records) that are created within the Lessons Learned Division. These documents are in HTML format and contain simplified graphics.

UPLOAD NEW DOCUMENT/RECORD

A42 (A421)

Place document/record in and under the control of the CALL DB. Notify successful upload of document/record.

4 Data Modeling

Integration Definition for Information Modeling (IDEFIX). Describes the IDEFIX modeling language (semantics and syntax), and associated rules and techniques, for developing a logical model of data. IDEFIX is used to produce a graphical information model that represents the structure and semantics of information within an environment or system. Use of this standard permits the construction of semantic data models that may serve to support the management of data as a resource, the integration of information systems, and the building of computer databases.

In order to achieve the goal of functional and systems requirements by May 2000 IDEFIX will be skipped. Data identification will be performed during Use Case development during the OO modeling and development phase

5 Table Depicting December Contractor-Developed Model to January User-Developed AS-IS Model

During the 20 - 21 December 1999 Scoping Session the contractor team analyzed the CALL AS-IS model-September 1999, the GDIS CALL AS-IS model-December 1999 and the proposed CALL Mission AS-IS model – December 1999. The assessment was presented in Appendix D- AS-IS IDEF0 Model Assessment table in the 20/21 December Scoping Report

The contractor/government team used the proposed model developed during the December 1999 scoping session by the contractor team as a start point to develop a user-driven CALL Mission model and a CALL AS-IS model of the highest priority activity, "PROVIDE CALL DB". The user-driven model adopted by the team provides a robust current view of mission activities of the CALL.

The model now represents a baseline that can force automation development from a user perspective. The AS-IS model also provides a link between mission process and systems development. This common understanding of mission activities provides the framework to identify improvement opportunities that will be considered for incorporation into a TO-BE model that will represent the desired functional requirements. The table below describes the additions to the strawman model that were developed in the January workshop

ICOMs			
Name	Proposed CALL Mission IDEF0 AS-IS	IDEF0 AS- IS Workshop	Explanation
ABCA Policy		X	Split from Army Policy
Acquired Document/Record		X	Combined Incoming Document and Non-CALL Acquired Document/Record
ADC System			Split from Resources
Annual Lessons Learned Collection List		X	Added
AR 11-33 Army Lessons Learned Program		X	Split from Army Policy
AR 25-1 Army Information resources Management Program		X	Split from Army Policy
AR 25-55 Army FOIA Act		X	Split from Army Policy
AR 340-21 Army Privacy Act Program		X	Split from Army Policy
AR 350-50 Combat Training Centers Program		X	Split from Army Policy
AR 380-19 Information Systems Security		X	Split from Army Policy
AR 870-5 Army History Program		X	Split from Army Policy
Army Issue	X	X	Unchanged
Army Policy	X	X	Unchanged
BDA Application		X	Split from Resources
CAAT Team		X	Split from Resources
CALL Observation Cell		X	Split from Resources
CALL Web Site		X	Split from Resources
CALLCOMS		X	Split from Resources
Classification/ Declassification Guidelines	X		Changed to Guidelines
Classified Open Storage Area		X	Split from Resources
Core CALL DB System		X	Split from Resources
Corrected Document/Record		X	Added
CTC Access Policy		X	Split from Army Policy
DoD 5015.2		X	Added
DoD Policy	X	X	Unchanged
DOIM Special Projects		X	Split from Resources
Executive Directive	X	X	Unchanged
External Query		X	Split from Request for Information
Federal Law	X	X	Unchanged
Foreign Military Security Assessment Document		X	Added
Guideline		X	Changed from Classification/ Declassification Guidelines
Hard Copy CALL Product		X	Added
Incoming Document	X		1. Instance of Acquired Document/Record 2. Aggregated into Acquired Document/Record
Information Request Response	X	X	Unchanged

Information Systems Division		X	Split from Resources
Lessons Learned Staff		X	Split from Resources
Mismarked Document/Record		X	Added
MOU	X	X	Unchanged
NARA Policy	X	X	Unchanged
Non-CALL Acquired Document/Record	X		1. Instance of Acquired Document/Record 2. Aggregated into Acquired Document/Record
Processed Document/Record		X	Added
Publications Room		X	Split from Resources
Published Training Lessons Learned		X	Added
Publishing Software		X	Split from Resources
Redirected Acquired Non-CALL Document/Record		X	Renamed from Redirected Non-CALL Acquired Document/Record
Redirected Non-CALL Acquired Document/Record	X		Renamed to Redirected Acquired Non-CALL Document/Record
Request for Analysis		X	Added
Request for Information	X	X	Unchanged
Request for Solicitation		X	Added
Research Division		X	Split from Resources
Resources	X	X	Unchanged
Response to Solicitation		X	Added
Successful Upload Notification		X	Added
System Enhancement Request		X	Added
System Upgrade Need		X	Added
Transferable CALL Record		X	Added
Transferred CALL Record	X	X	Unchanged
Update CALL Website		X	Changed from Updated Virtual Research Library
Updated CALL DB		X	Changed from Updated Virtual Research Library
Updated Lessons Learned CALL DB Document		X	Added
Updated Lessons Learned Website Document		X	Added
Updated Virtual Research Library	X		Changed from Virtual Research Library

Activities			
Name	Proposed CALL Mission IDEF0 AS-IS	AS-IS Workshop	Explanation
A-0 COLLECT, STORE, MANAGE AND DISSEMINATE INFORMATION	X		Changed to PROVIDE INFORMATION
A-0 PROVIDE INFORMATION		X	Changed from COLLECT, STORE, MANAGE AND DISSEMINATE INFORMATION
A1 CREATE LESSONS LEARNED DOCUMENT	X		Changed to PROVIDE LESSONS LEARNED

A1 PROVIDE LESSONS LEARNED		X	Changed from CREATE LESSONS LEARNED DOCUMENT
A11 DEVELOP ANNUAL LESSONS LEARNED COLLECTION PLAN		X	Decomposition of PROVIDE LESSONS LEARNED
A111 SOLICIT ISSUES		X	Decomposition of DEVELOP ANNUAL LESSONS LEARNED COLLECTION PLAN
A112 RECEIVE ISSUES			Decomposition of DEVELOP ANNUAL LESSONS LEARNED COLLECTION PLAN
A113 PRIORITIZE ISSUES		X	Decomposition of DEVELOP ANNUAL LESSONS LEARNED COLLECTION PLAN
A12 PUBLISH ACTUAL OPERATIONS LESSONS LEARNED		X	Decomposition of PROVIDE LESSONS LEARNED
A121 ESTABLISH CAAT		X	Decomposition of PUBLISH ACTUAL OPERATIONS LESSONS LEARNED
A122 CONDUCT PREDEPLOYMENT WORKSHOP		X	Decomposition of PUBLISH ACTUAL OPERATIONS LESSONS LEARNED
A123 COLLECT OBSERVATIONS		X	Decomposition of PUBLISH ACTUAL OPERATIONS LESSONS LEARNED
A124 CONDUCT PSOTDEPLOYMENT WORKSHOP		X	Decomposition of PUBLISH ACTUAL OPERATIONS LESSONS LEARNED
A125 PUBLISH INITIAL IMPRESSIONS REPORT		X	Decomposition of PUBLISH ACTUAL OPERATIONS LESSONS LEARNED
A126 PUBLISH DERIVATIVE CALL PRODUCT		X	Decomposition of PUBLISH ACTUAL OPERATIONS LESSONS LEARNED
A13 PUBLISH TRAINING LESSONS LEARNED			Decomposition of PROVIDE LESSONS LEARNED
A131 RECEIVE CTC INFORMATION		X	Decomposition of PUBLISH TRAINING LESSONS LEARNED
A132 REVIEW CTC INFORMATION		X	Decomposition of PUBLISH TRAINING LESSONS LEARNED
A133 FORM PRODUCT		X	Decomposition of PUBLISH TRAINING LESSONS LEARNED
A14 DISSEMINATE CALL PRODUCTS		X	Decomposition of PROVIDE LESSONS LEARNED
A141 SEPARATE TYPE PRODUCT		X	Decomposition of DISSEMINATE CALL PRODUCTS
A142 PROCESS HARD COPY		X	Decomposition of DISSEMINATE CALL PRODUCTS
A143 PROCESS ELECTRONIC COPY		X	Decomposition of DISSEMINATE CALL PRODUCTS
A144 STOCK PRODUCTS		X	Decomposition of DISSEMINATE CALL PRODUCTS
A15 PROCESS REQUEST FOR INFORMATION			Decomposition of PROVIDE LESSONS LEARNED
A151 ADMINISTRATE REQUEST		X	Decomposition of PROCESS REQUEST FOR INFORMATION
A152 RESEARCH REPOSITORIES		X	Decomposition of PROCESS REQUEST FOR INFORMATION
A153 GENERATE RESPONSE		X	Decomposition of PROCESS REQUEST FOR INFORMATION

A2 CREATE FOREIGN MILITARY STUDIES	X		Changed to PROVIDE SECURITY ASSESSMENT
A2 PROVIDE SECURITY ASSESSMENT		X	Changed from CREATE FOREIGN MILITARY STUDIES
A21 DEVELOP RESEARCH PLAN		X	Decomposition of PROVIDE SECURITY ASSESSMENT
A22 PERFORM RESEARCH		X	Decomposition of PROVIDE SECURITY ASSESSMENT
A23 CREATE PRODUCT		X	Decomposition of PROVIDE SECURITY ASSESSMENT
A24 DISSEMINATE PRODUCT		X	Decomposition of PROVIDE SECURITY ASSESSMENT
A3 MAINTAIN VIRTUAL RESEARCH LIBRARY	X		Changed to PROVIDE CALL WEB SITE
A3 PROVIDE CALL WEB SITE		X	Changed from MAINTAIN VIRTUAL RESEARCH LIBRARY
A31 PROCESS WEB ACQUISITIONS		X	Decomposition of PROVIDE CALL WEB SITE
A32 ADMINISTRATE CALL WEB SITE		X	Decomposition of PROVIDE CALL WEB SITE
A33 ENHANCE CALL WEB SITE		X	Decomposition of PROVIDE CALL WEB SITE
A34 PROVIDE RESOURCE TOOLS		X	Decomposition of PROVIDE CALL WEB SITE
A4 PROVIDE CALL DB		X	Added
A41 PROCESS ACQUISITION		X	Decomposition of PROVIDE CALL DB
A411 RECEIVE ACQUISITION		X	Decomposition of PROCESS ACQUISITION
A412 PREPARE ACQUISITION		X	Decomposition of PROCESS ACQUISITION
A413 TRANSFER ELECTRONIC ACQUISITION		X	Decomposition of PROCESS ACQUISITION
A414 TRANSFER OR RETIRE HARD-COPY DOCUMENT/RECORD		X	Decomposition of PROCESS ACQUISITION
A42 ADMINISTRATE CALL DB		X	Decomposition of PROVIDE CALL DB
A421 UPLOAD NEW DOCUMENT/RECORD		X	Decomposition of ADMINISTRATE CALL DB
A422 INDEX NEW DOCUMENT/RECORD		X	Decomposition of ADMINISTRATE CALL DB
A423 CORRECT ERRORS		X	Decomposition of ADMINISTRATE CALL DB
A424 CORRECT HIERARCHICAL STRUCTURE		X	Decomposition of ADMINISTRATE CALL DB
A425 CONDUCT BACKUP		X	Decomposition of ADMINISTRATE CALL DB
A43 ENHANCE CALL DB		X	Decomposition of PROVIDE CALL DB
A431 DETERMINE NEW REQUIREMENT		X	Decomposition of ENHANCE CALL DB
A432 RESEARCH POTENTIAL SOLUTIONS		X	Decomposition of ENHANCE CALL DB
A433 SELECT SOLUTION		X	Decomposition of ENHANCE CALL DB
A434 IMPLEMENT SOLUTION		X	Decomposition of ENHANCE CALL DB
A44 RESEARCH CALL DB		X	Decomposition of PROVIDE CALL DB

A441 UPDATE CALL THESAURUS		X	Decomposition of RESEARCH CALL DB
A442 CREATE RESEARCH PRODUCTS		X	Decomposition of RESEARCH CALL DB
A443 RESPOND TO RFI		X	Decomposition of RESEARCH CALL DB
A45 CONDUCT INFORMATION SECURITY		X	Decomposition of PROVIDE CALL DB
A451 CONDUCT SECURITY DECLASSIFICATION		X	Decomposition of CONDUCT INFORMATION SECURITY
A452 IDENTIFY SECURITY CLASSIFICATION LEVEL		X	Decomposition of CONDUCT INFORMATION SECURITY
A453 PERFORM PHYSICAL SECURITY		X	Decomposition of CONDUCT INFORMATION SECURITY
A454 REDACT DOCUMENT		X	Decomposition of CONDUCT INFORMATION SECURITY

See Appendix D for the updated model assessment table that incorporates a comparative analysis of the users developed CALL AS-IS model into the matrix that describes the maturation of the model through the project

Appendix A – AS-IS Workshop Participants

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Appendix B – How to Read an IDEF0 Model

In IDEF0 models, activities (also known as processes or functions) are represented by rectangles (also called boxes). Inputs trigger the activity or provide consumable material. Inputs are shown as arrows entering the left side of the activity box. Outputs are the product of the activity and are shown as arrows exiting the right side of the activity box. Controls direct when or how to perform the activity and enter the box from the top. Mechanisms enable the activity to occur without being consumed or transformed (as opposed to inputs). Mechanism arrows enter the activity from the bottom.

In essence,

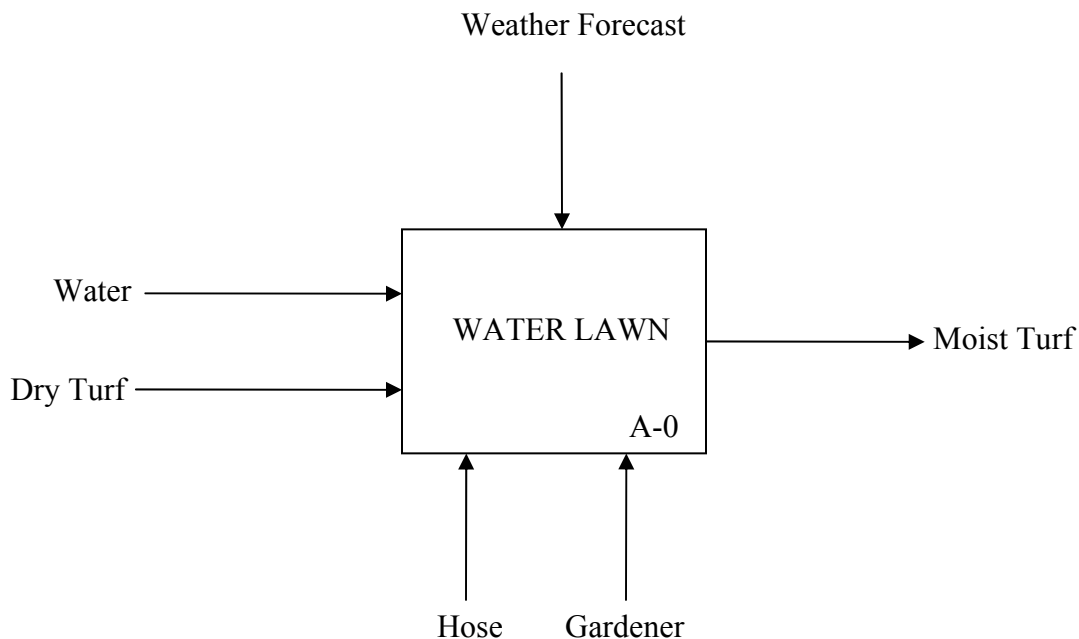
Inputs are items that initiate/trigger the activity and are transformed, consumed or becomes part of the end result of the activity

Controls guide or regulate the activity; usually indicate when or how process will be performed

Outputs are the results produced by the activity; the reason for which the process was performed

Mechanisms are systems, people, equipment used to perform the activity

This simple activity may be read, “As advised by the weather forecast (control), the gardener using a hose (mechanisms) waters the lawn (activity) by spraying water on dry turf (inputs) to produce moist turf (output).



Activity models are hierarchical. An A0 diagram with several “children” activities that together equal the single activity of “the parent” follows the top diagram, A-0. Likewise the first level children (A1, A2, etc.) may each be decomposed into subordinate functions (A11,

A12,...A34) with all but the last digit identifying the parent. ICOMs are also hierarchical. Where ICOMs intersect with an activity on a diagram, the same ICOMs intersect with the appropriate edges of the diagram that represents the activities decomposition.

All terms of an IDEF model are defined in the glossary. The glossary is an integral part of the model and facilitates understanding of the diagrams.

Appendix C – Decision Matrices

	High potential for successful implementation	Mission importance	Greatest external political impact	Willing candidates for internal change	Greatest functional impact	Total	Mean	STD
A1 PROVIDE LESSONS LEARNED	2.75	3	2.5	2.25	2.75	13.3	2.65	0.29
A2 PROVIDE SECURITY ASSESSMENT	1	1.25	1.5	1	1.5	6.25	1.25	0.25
A3 PROVIDE CALL WEB SITE	2.5	2.25	2.5	2.75	1.75	11.8	2.35	0.38
A4 PROVIDE CALL DB	3.75	3.5	3.5	4	4	18.8	3.75	0.25
Total	10	10	10	10	10			
Mean	2.5	2.5	2.5	2.5	2.5			
STD	1.14	0.98	0.82	1.24	1.14			

High potential for successful implementation	1	2	3	4	Total	Mean	STD	n
A4 PROVIDE CALL DB			1	3	15	3.75	0.5	4
A1 PROVIDE LESSONS LEARNED		1	3		11	2.75	0.5	4
A3 PROVIDE CALL WEB SITE		3		1	10	2.5	1	4
A2 PROVIDE SECURITY ASSESSMENT	4				4	1	0	4

Mission importance	1	2	3	4	Total	Mean	STD	n
A4 PROVIDE CALL DB			2	2	14	3.5	0.58	4
A1 PROVIDE LESSONS LEARNED		1	2	1	12	3	0.82	4
A3 PROVIDE CALL WEB SITE	1	2		1	9	2.25	1.26	4
A2 PROVIDE SECURITY ASSESSMENT	3	1			5	1.25	0.5	4

Greatest external political impact	1	2	3	4	Total	Mean	STD	n
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A4 PROVIDE CALL DB			2	2	14	3.5	0.58	4
A1 PROVIDE LESSONS LEARNED	1	1	1	1	10	2.5	1.29	4
A3 PROVIDE CALL WEB SITE	1	1	1	1	10	2.5	1.29	4
A2 PROVIDE SECURITY ASSESSMENT	2	2			6	1.5	0.58	4

Willing candidates for internal change	1	2	3	4	Total	Mean	STD	n
A4 PROVIDE CALL DB				4	16	4	0	4
A3 PROVIDE CALL WEB SITE		1	3		11	2.75	0.5	4
A1 PROVIDE LESSONS LEARNED		3	1		9	2.25	0.5	4
A2 PROVIDE SECURITY ASSESSMENT	4				4	1	0	4

Greatest functional impact	1	2	3	4	Total	Mean	STD	n
A4 PROVIDE CALL DB				4	16	4	0	4
A1 PROVIDE LESSONS LEARNED		1	3		11	2.75	0.5	4
A3 PROVIDE CALL WEB SITE	2	1	1		7	1.75	0.96	4
A2 PROVIDE SECURITY ASSESSMENT	2	2			6	1.5	0.58	4

	High potential for successful implementation	Mission importance	Greatest external political impact	Willing candidates for internal change	Greatest functional impact	Total	Mean	STD
A41 PROCESS ACQUISITION	5	5	4.5	5	5	24.5	4.9	0.22
A42 ADMINISTRATE CALL DB	3	2.5	2.5	2.5	2.25	12.75	2.55	0.27
A43 ENHANCE CALL DB	3.75	4	4.25	4	3.5	19.5	3.9	0.29
A44 RESEARCH CALL DB	2	2.25	2.5	2.25	2.25	11.25	2.25	0.18
A45 CONDUCT INFORMATION SECURITY	1.25	1.25	1.25	1.25	2	7	1.4	0.34
Total	15	15	15	15	15			
Mean	3	3	3	3	3			

STD **1.47** **1.49** **1.36** **1.49** **1.26**

High potential for successful implementation	1	2	3	4	5	Total	Mean	STD	n
A41 PROCESS ACQUISITION					4	20	5	0	4
A43 ENHANCE CALL DB			1	3		15	3.75	0.5	4
A42 ADMINISTRATE CALL DB		1	2	1		12	3	0.82	4
A44 RESEARCH CALL DB	1	2	1			8	2	0.82	4
A45 CONDUCT INFORMATION SECURITY	3	1				5	1.25	0.5	4

Mission importance	1	2	3	4	5	Total	Mean	STD	n
A41 PROCESS ACQUISITION					4	20	5	0	4
A43 ENHANCE CALL DB				4		16	4	0	4
A42 ADMINISTRATE CALL DB		2	2			10	2.5	0.58	4
A44 RESEARCH CALL DB	1	1	2			9	2.25	0.96	4
A45 CONDUCT INFORMATION SECURITY	3	1				5	1.25	0.5	4

Greatest external political impact	1	2	3	4	5	Total	Mean	STD	n
A41 PROCESS ACQUISITION			1		3	18	4.5	1	4
A43 ENHANCE CALL DB				3	1	17	4.25	0.5	4
A42 ADMINISTRATE CALL DB		2	2			10	2.5	0.58	4
A44 RESEARCH CALL DB	1	1	1	1		10	2.5	1.29	4
A45 CONDUCT INFORMATION SECURITY	3	1				5	1.25	0.5	4

Willing candidates for internal change	1	2	3	4	5	Total	Mean	STD	n
A41 PROCESS ACQUISITION					4	20	5	0	4
A43 ENHANCE CALL DB				4		16	4	0	4
A42 ADMINISTRATE CALL DB		2	2			10	2.5	0.58	4
A44 RESEARCH CALL DB	1	1	2			9	2.25	0.96	4

A45 CONDUCT INFORMATION SECURITY 3 1 5 1.25 0.5 4

	1	2	3	4	5	Total	Mean	STD	n
Greatest functional impact									
A41 PROCESS ACQUISITION					4	20	5	0	4
A43 ENHANCE CALL DB		1		3		14	3.5	1	4
A42 ADMINISTRATE CALL DB	1	1	2			9	2.25	0.96	4
A44 RESEARCH CALL DB	1	1	2			9	2.25	0.96	4
A45 CONDUCT INFORMATION SECURITY	2	1		1		8	2	1.41	4

	High potential for successful implementation	Mission importance	Greatest external political impact	Willing candidates for internal change	Greatest functional impact	Total	Mean	STD	
A11 DEVELOP ANNUAL LESSONS LEARNED COLLECTION PLAN	1.75	1.75		2	1.25	1.25	8	1.6	0.3
A12 PUBLISH ACTUAL OPERATIONS LESSONS LEARNED	2.75	2.75		3	2.75	2.75	14	2.8	0.1
A13 PUBLISH TRAINING LESSONS LEARNED	3	3	3.25	3.5	3.5	16.25	3.25	0.2	
A14 DISSEMINATE CALL PRODUCTS	4.5	4.5	4.75	4.5	4.5	22.75	4.55	0.1	
A15 PROCESS REQUEST FOR INFORMATION	3	3	2	3	3	14	2.8	0.4	
Total	15	15	15	15	15				
Mean	3	3	3	3	3				
STD	0.98	0.98	1.13	1.19	1.19				

	1	2	3	4	5	Total	Mean	STD	n
High potential for successful implementation									
A14 DISSEMINATE CALL PRODUCTS				2	2	18	4.5	0.58	4
A13 PUBLISH TRAINING LESSONS LEARNED	1		2		1	12	3	1.63	4
A15 PROCESS REQUEST FOR INFORMATION	1	1		1	1	12	3	1.83	4
A12 PUBLISH ACTUAL OPERATIONS LESSONS LEARNED		2	1	1		11	2.75	0.96	4

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A11 DEVELOP ANNUAL LESSONS LEARNED COLLECTION PLAN	2	1	1			7	1.75	0.96	4
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Mission importance	1	2	3	4	5	Total	Mean	STD	n
A14 DISSEMINATE CALL PRODUCTS				2	2	18	4.5	0.58	4
A13 PUBLISH TRAINING LESSONS LEARNED	1		2		1	12	3	1.63	4
A15 PROCESS REQUEST FOR INFORMATION	1	1		1	1	12	3	1.83	4
A12 PUBLISH ACTUAL OPERATIONS LESSONS LEARNED		2	1	1		11	2.75	0.96	4
A11 DEVELOP ANNUAL LESSONS LEARNED COLLECTION PLAN	2	1	1			7	1.75	0.96	4

Greatest external political impact	1	2	3	4	5	Total	Mean	STD	n
A14 DISSEMINATE CALL PRODUCTS				1	3	19	4.75	0.5	4
A13 PUBLISH TRAINING LESSONS LEARNED		1	2		1	13	3.25	1.26	4
A12 PUBLISH ACTUAL OPERATIONS LESSONS LEARNED		1	2	1		12	3	0.82	4
A11 DEVELOP ANNUAL LESSONS LEARNED COLLECTION PLAN	2	1		1		8	2	1.41	4
A15 PROCESS REQUEST FOR INFORMATION	2	1		1		8	2	1.41	4

Willing candidates for internal change	1	2	3	4	5	Total	Mean	STD	n
A14 DISSEMINATE CALL PRODUCTS				2	2	18	4.5	0.58	4
A13 PUBLISH TRAINING LESSONS LEARNED			3		1	14	3.5	1	4
A15 PROCESS REQUEST FOR INFORMATION	1	1		1	1	12	3	1.83	4
A12 PUBLISH ACTUAL OPERATIONS LESSONS LEARNED		2	1	1		11	2.75	0.96	4
A11 DEVELOP ANNUAL LESSONS LEARNED COLLECTION PLAN	3	1				5	1.25	0.5	4

Greatest functional impact	1	2	3	4	5	Total	Mean	STD	n
A14 DISSEMINATE CALL PRODUCTS				2	2	18	4.5	0.58	4
A13 PUBLISH TRAINING LESSONS LEARNED			3		1	14	3.5	1	4
A15 PROCESS REQUEST FOR INFORMATION	1	1		1	1	12	3	1.83	4
A12 PUBLISH ACTUAL OPERATIONS LESSONS LEARNED		2	1	1		11	2.75	0.96	4
A11 DEVELOP ANNUAL LL COLLECTION PLAN	3	1				5	1.25	0.5	4

Appendix D – AS-IS IDEF0 Model Assessment

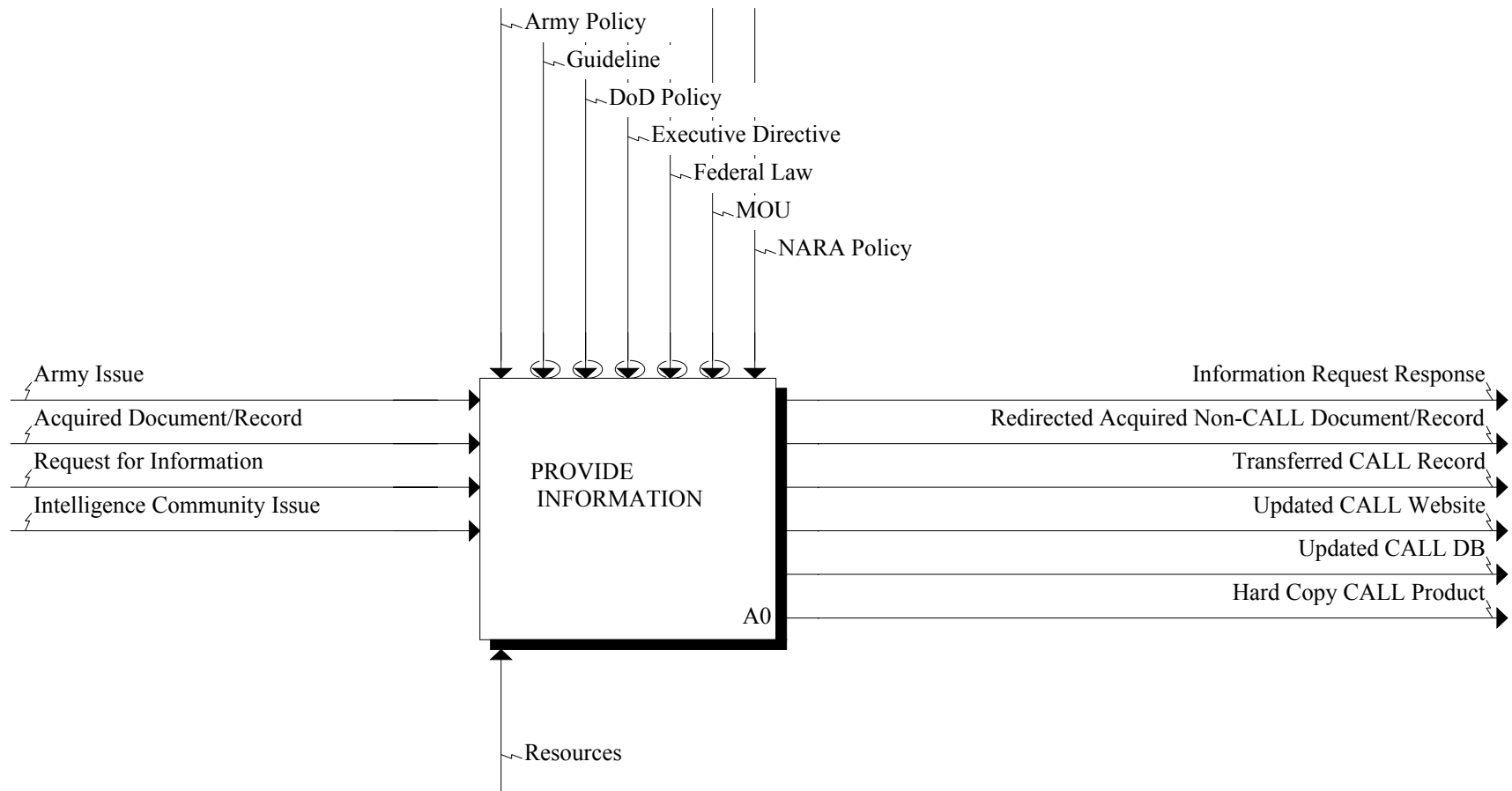


Figure 1 AS-IS IDEF0 Workshop Model – 11-13 January 2000

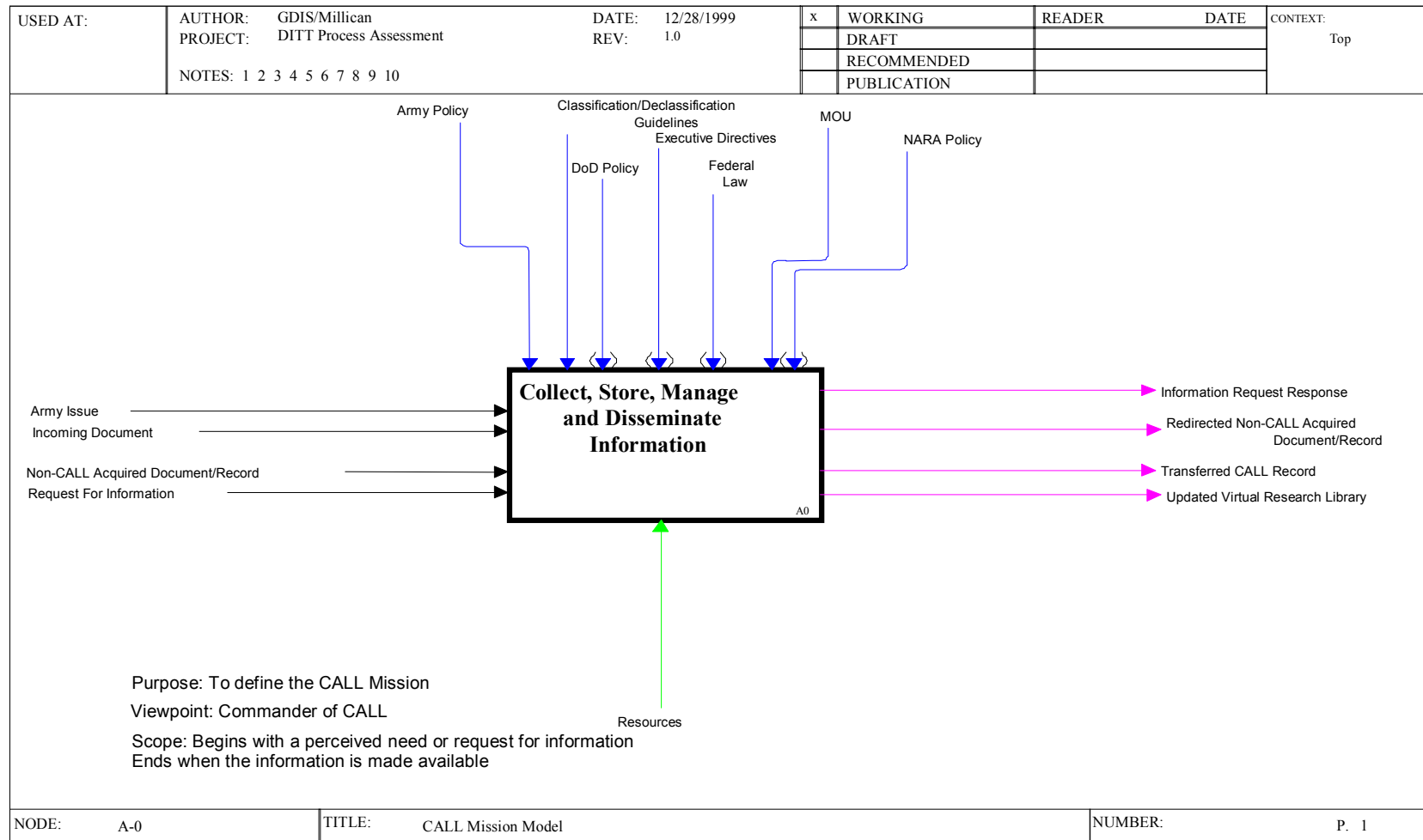


Figure 2. Proposed CALL Mission A-0 IDEF0 AS-IS Model – 20-21 December 1999

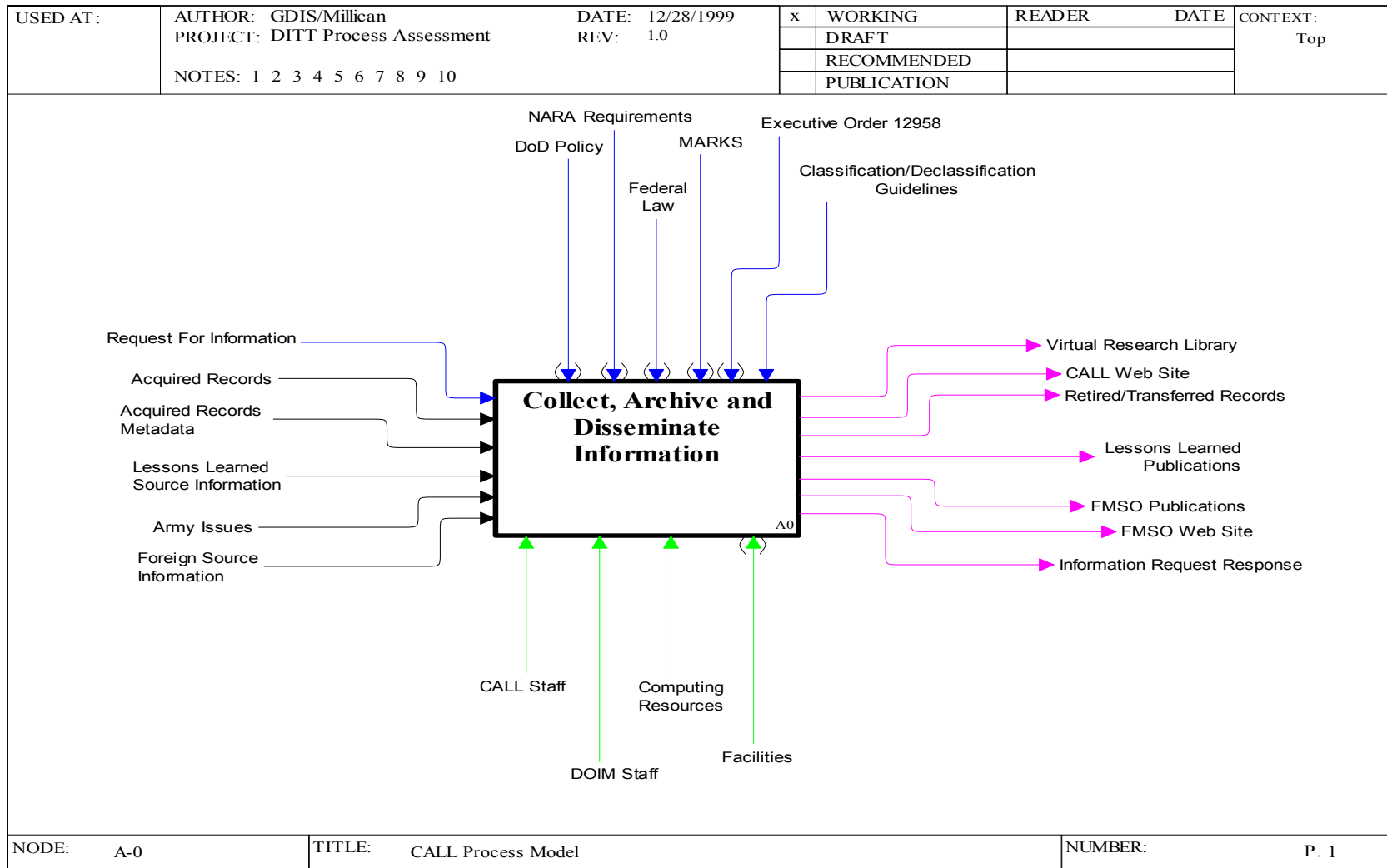


Figure 3. GDIS Undelivered CALL A-0 IDEF0 AS-IS Model – December 1999

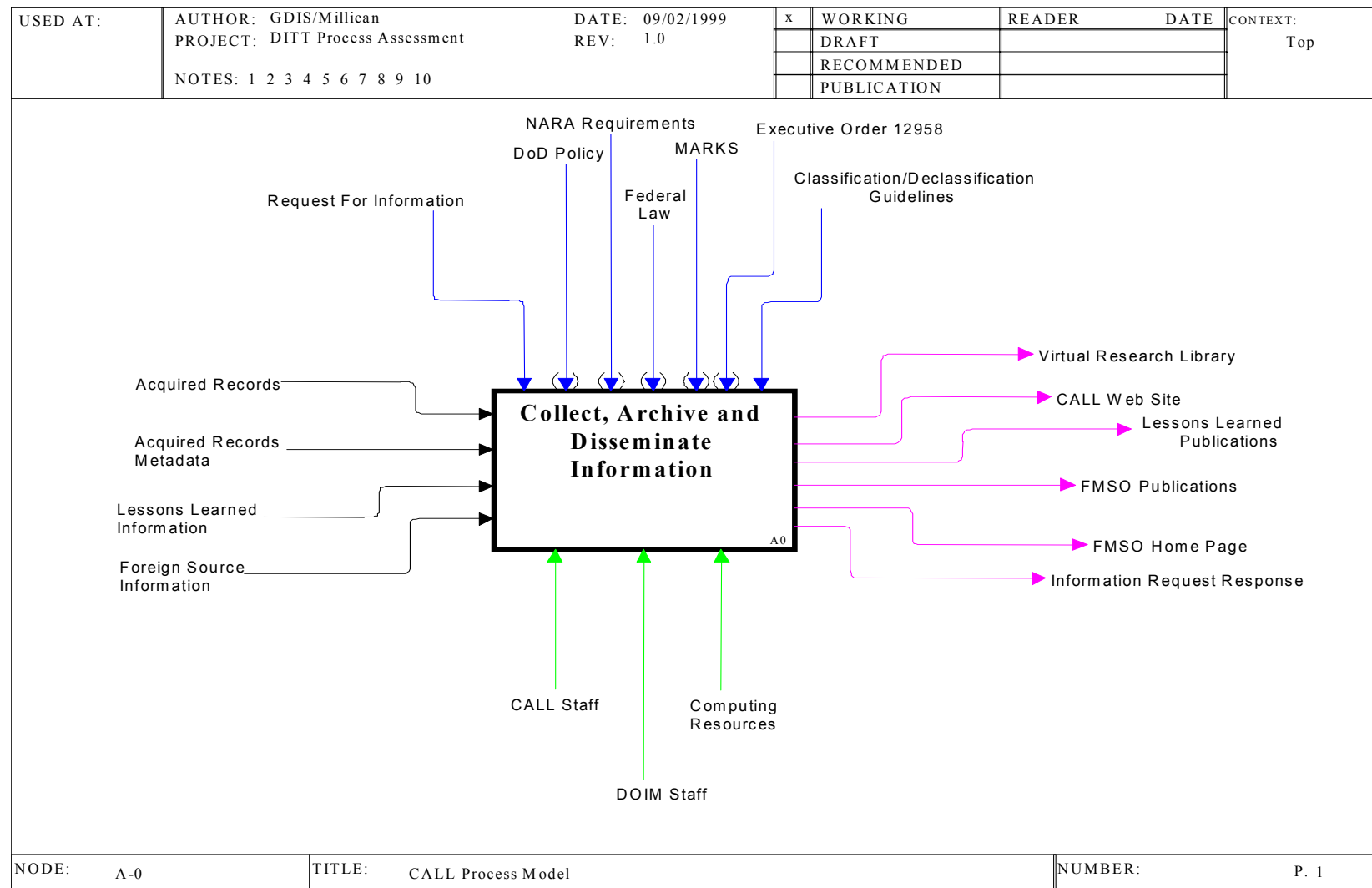


Figure 4. CALL IDEF0 AS-IS Model – 30 September 1999

Inputs					
Name	CALL IDEF0 AS- IS Figure 4	GDIS IDEF0 AS- IS Figure 3	Proposed CALL Mission IDEF0 AS- IS Figure 2	IDEF0 AS-IS Workshop Figure 1	Explanation
Acquired Document/Record				X	Combined Incoming Document and Non-CALL Acquired Document/Record
Acquired Records	X	X			Changed to Non-CALL Acquired Document/Record
Acquired Records Metadata	X	X			1. Received as part of the Non-CALL Acquired Document/Record 2. Created in a sub-activity at CALL
Army Issue			X	X	1. Changed plural form to singular form - Army Issues to Army Issue 2. Consistent with modeling technique
Army Issues		X			1. Changed to Army Issue 2. Consistent with modeling technique
Foreign Source Information	X	X			1. Instance of Incoming Document 2. Aggregated into Incoming Document 20-21 December 1999 model 3. Consistent with modeling technique
Incoming Document			X		1. Instance of Acquired Document/Record 2. Aggregated into Acquired Document/Record AS-IS Workshop
Lessons Learned Source Information		X			Instance of Incoming Document
Lessons Learned Information	X				Instance of Incoming Document

Non-CALL Acquired Document/Record			X		1. Instance of Acquired Document/Record 2. Aggregated into Acquired Document/Record AS-IS Workshop
Request for Analysis				X	Added
Request for Information		X	X	X	Unchanged

Controls					
Name	CALL IDEF0 AS-IS Figure 4	GDIS IDEF0 AS- IS Figure 3	Proposed CALL Mission IDEF0 AS- IS Figure 1	AS-IS Workshop	Explanation
Army Policy			X	X	1. Aggregates MARKS and other Army policy 2. Consistent with modeling technique
Classification/ Declassification Guidelines	X	X	X		Changed to Guidelines AS-IS Workshop
DoD Policy	X	X	X	X	Unchanged
Executive Directive			X	X	1. Aggregates Executive Order 12958 and other Executive Orders 2. Consistent with modeling technique
Executive Order 12958	X	X			1. Instance of Executive Order 2. Aggregated into Executive Directives 20-21 December 1999 model
Federal Law	X	X	X	X	Unchanged
Guideline				X	Changed from Classification/ Declassification Guidelines

MARKS	X	X			1. Instance of Army Policy 2. Aggregated into Army Policy 20-21 December 1999 model
MOU			X	X	Added
NARA Policy			X	X	Changed from NARA Requirements
NARA Requirements	X	X			Changed to NARA Policy
Request for Information	X				Changed to Input 20-21 December 1999 model

Outputs					
Name	CALL IDEF0 AS- IS Figure 4	GDIS IDEF0 AS- IS Figure 3	Proposed CALL Mission IDEF0 AS- IS Figure 1	AS-IS Workshop	Explanation
CALL Web Site	X	X			1. Instance of Information Request Response 2. Aggregated into Output Information Request Response 20-21 December 1999 model
FMSO Home Page	X				1. Instance of Information Request Response 2. Aggregated into Output Information Request Response 20-21 December 1999 model
FMSO Publications	X	X			1. Instance of Information Request Response 2. Aggregated into Output Information Request Response 20-21 December 1999 model
FMSO Website		X			1. Instance of Information Request Response 2. Aggregated into Output Information Request Response 20-21 December 1999 model
Hard Copy CALL Product				X	Added
Information Request	X	X	X	X	Unchanged

Response					
Lessons Learned Publications	X	X			1. Instance of Information Request Response 2. Aggregated into Output Information Request Response 20-21 December 1999 model
Redirected Acquired Non-CALL Document/Record				X	Renamed from Redirected Non-CALL Acquired Document/Record
Redirected Non-CALL Acquired Document/Record			X		Renamed to Redirected Acquired Non-CALL Document/Record
Retired/Transferred Records		X			Changed to Transferred CALL Record 20-21 December 1999 model
Transferred CALL Record			X	X	Records of the CALL transferred to an authorized third party (e.g. NARA)
Updated CALL DB				X	Changed from Updated Virtual Research Library
Update CALL Website				X	Changed from Updated Virtual Research Library
Updated Virtual Research Library			X		1. Changed from Virtual Research Library 2. Consistent with modeling techniques
Virtual Research Library	X	X			1. Changed to Updated Virtual Research Library 2. Consistent with modeling techniques

Mechanisms					
Name	CALL IDEF0 AS-IS Figure 4	GDIS IDEF0 AS-IS Figure 3	Proposed CALL Mission IDEF0 AS-IS Figure 1	AS-IS Workshop	Explanation
CALL Staff	X	X			1. Instance of resources 2. Aggregated into Mechanism Resources

					20-21 December 1999 model
Computing Resources	X	X			1. Instance of resources 2. Aggregated into Mechanism Resources 20-21 December 1999 model
DOIM Staff	X	X			1. Instance of resources 2. Aggregated into Mechanism Resources 20-21 December 1999 model
Facilities		X			1. Instance of resources 2. Aggregated into Mechanism Resources 20-21 December 1999 model
Resources			X	X	Aggregation of CALL Staff, Computing Resources, DOIM Staff, Facilities

Activity					
Name	CALL IDEF0 AS-IS Figure 4	GDIS IDEF0 AS- IS Figure 3	Proposed CALL Mission IDEF0 AS- IS Figure 1	AS-IS Workshop	Explanation
Collect, Archive and Disseminate Information	X	X			Changed to reflect document and records management principles
Collect, Store, Manage and Disseminate Information			X		Proposed
Provide Information				X	Changed in AS-IS Workshop

Appendix E – Project Plan

It was agreed during this session that the schedule will be published with each report and that an explanation of changes provided. Also, any proposed but not implemented changes would not be reflected in the schedule until it was reviewed and adopted – in which case it would be reflected and annotated in the next published report.

Scoping Session Report	As-Is Workshop Report	Reason
	#40 Schedule Decision Milestone	This milestone is a reminder to decide the dates for "Collaborative Session 3" (# 59) dependent on the schedule for DCT members. Options are week of March 20 or March 27
	#44 OO Modeling Training Session	The team decided to have the training at the end of Collaborative Session 2
System Requirements Document	#75 Collaborative Session 4 (System Requirements Document)	Changed to maintain a consistent naming convention

Principal Milestones

These milestones are extracted from the January DITT Phase 1A – Modeling Schedule. They reflect the scheduled completion dates of major activities within the project.

Id	Task name	Finish
1.	Pre Re-Implementation Activities	Thu 01/20/00
6.	Reference Document Review	Thu 01/20/00
10.	Pre Re-Implementation Training Development	Fri 01/21/00
16.	Current AS-IS Model Assessment & Scoping Session	Fri 01/14/00
24.	Collaborative Session 1 (IDEF AS-IS Modeling)	Wed 02/02/00
40.	Schedule Decision Milestone	Fri 02/04/00
41.	Collaborative Session 2 (IDEF To-Be Modeling)	Fri 02/25/00
52.	IDEF0 to OO Migration	Mon 03/20/00
59.	Collaborative Session 3 (OO Modeling)	Tue 04/25/00
74.	Collaborative Session 4 (System Requirements Document)	Fri 05/26/00
83.	Modeling Planning Meeting (14 & 15)	Fri 05/05/00

Changes to milestones from December schedule to January schedule consist of

- Added a task called "Schedule Decision Milestone" (# 40)
- Change the title of task 74 from "System Requirements Document" to "Collaborative Session 4 (System Requirements Document)"

Deliverable dates

These deliverables are extracted from the January DITT Phase 1A – Modeling Schedule. They reflect the scheduled completion dates of major deliverables within the project.

Id	Task Name	Finish
39.	Collaborative Session 1 (IDEF AS-IS Modeling) Final Reports	Wed 02/02/00
50.	Collaborative Session 2 (IDEF To-Be Modeling) Final Reports	Fri 02/25/00
57.	IDEF0 to OO Migration Final Report	Mon 03/15/00
66.	DITT To-Be Object Oriented Model Report Final Report	Tue 04/25/00
82.	Collaborative Session 4 (System Requirements Document) Final Document	Fri 05/26/00

DITT Phase 1A - Modeling Schedule

Id	Task Name	Duration	Start	Finish	Predecessor	Assigned
1.	Pre Re-Implementation Activities	42d	Fri 11/05/99	Thu 01/20/00		
2.	Identify/Select Group Facilitation Vendor	20d	Fri 11/05/99	Mon 12/06/99		GDIS
3.	Identify Tools for Modeling and Group Facilitation	1d	Tue 12/07/99	Tue 12/07/99	2	GDIS
4.	Identify Resources For Re-evaluation and Modeling	1d	Wed 12/08/99	Wed 12/08/99	3	GDIS
5.	Generate Modeling Tool Information	1d	Tue 12/14/99	Tue 12/14/99	2	GDIS
6.	Reference Document Review	18d	Mon 12/13/99	Thu 01/20/00		
7.	Obtain and Review Referenced Documents	10d	Mon 12/13/99	Mon 01/17/00		GDIS
8.	Generate Review Synopsis	2d	Tue 01/18/00	Wed 01/19/00	7	GDIS
9.	Synopsis Review	1d	Thu 01/20/00	Thu 01/20/00	8	c3risk
10.	Pre Re-Implementation Training Development	61d	Mon 10/25/99	Fri 01/21/00		
11.	IDEF0 Training Prep	10d	Mon 10/25/99	Fri 12/17/99		Andrulis, GDIS
12.	OO Training Prep	10d	Thu 11/18/99	Fri 01/21/00		GDIS
13.	Group Facilitation Techniques and Tools	1d	Fri 12/17/99	Fri 12/17/99	2	Andrulis
14.	Data, Information, Knowledge Briefing (page 4 #4)	2d	Thu 12/09/99	Fri 12/17/99		GDIS
15.	IDEF0 Modeling	48d	Mon 12/20/99	Fri 02/25/00		
16.	Current AS-IS Model Assessment & Scoping Session	13d	Mon 12/20/99	Fri 01/14/00		
17.	Analyze "Current" AS-IS IDEF0 Model	2d	Mon 12/20/99	Tue 12/21/99		Audrulis,c3risk,GDIS
18.	Generate Scoping Session Report Draft	2d	Wed 12/22/99	Thu 12/23/99	17	Andrulis
19.	Review Scoping Session Report Draft (consultant)	1d	Mon 12/27/99	Mon 12/27/99	18	c3risk,GDIS
20.	Review Scoping Session Report Draft (DCT)	1.5d	Tue 12/28/99	Wed 12/29/99	19	DCT
21.	Review Comment Telecon	1d	Tue 01/04/00	Tue 01/04/00	20	c3risk,DCT,GDIS
22.	Generate Final Scoping Session Report	2d	Wed 01/05/00	Fri 01/14/00	21	c3risk
23.	Generate Briefing on "Current" AS-IS IDEF0 Model	2d	Wed 01/05/00	Fri 01/07/00	22SS+1d	GDIS,Audrulis,c3risk
24.	Collaborative Session 1 (IDEF AS-IS Modeling)	17d	Mon 01/10/00	Wed 02/02/00		
25.	Pre-session Set-up and Review	1d	Mon 01/10/00	Mon 01/10/00		Audrulis,c3risk,GDIS
26.	Group Facilitation Training Session	1h	Tue 01/11/00	Tue 01/11/00	25,13	Audrulis,DCT,c3risk,GDIS
27.	IDEF0 Training Session (1)	2h	Tue 01/11/00	Tue 01/11/00	26,11	Audrulis,c3risk,DCT,GDIS
28.	Briefing on Current AS-IS Model (2)	2h	Tue 01/11/00	Tue 01/11/00	23,27	Audrulis,c3risk,DCT,GDIS
29.	Create "CALL Mission" IDEF0 Model (3)	2h	Tue 01/11/00	Tue 01/11/00	28	Audrulis,c3risk,DCT,GDIS
30.	Prioritize "CALL Mission" Model A0 Activities (4)	1h	Tue 01/11/00	Tue 01/11/00	29	Audrulis,c3risk,DCT,GDIS
31.	Create CALL (prioritized A0) AS-IS IDEF0 Model (5,6,7)	2d	Wed 01/12/00	Thu 01/13/00	30	Audrulis,c3risk,DCT,GDIS
32.	Post-Session Clean-up	1d	Fri 01/14/00	Fri 01/14/00	31	Andrulis
33.	Generate Session Reports	10d	Thu 01/20/00	Wed 02/02/00		

Id	Task Name	Duration	Start	Finish	Predecessor	Assigned
34.	Draft "CALL Mission" AS-IS IDEF0 Model Report	2d	Thu 01/20/00	Fri 01/21/00	32	c3risk,Audrulis,GDIS
35.	Draft CALL (prioritized A0) AS-IS IDEF0 Model Report	2d	Mon 01/24/00	Tue 01/25/00	34	c3risk,Audrulis,GDIS
36.	Review Draft Reports (consultant)	1d	Wed 01/26/00	Wed 01/26/00	35	c3risk
37.	Review Report Draft (DCT)	2d	Thu 01/27/00	Fri 01/28/00	36	DCT
38.	Review Comment Telecon	1d	Mon 01/31/00	Mon 01/31/00	37	c3risk,DCT,GDIS,Audrulis
39.	Generate Final Reports	2d	Tue 02/01/00	Wed 02/02/00	38	c3risk
40.	Schedule Decision Milestone	1d	Fri 02/04/00	Fri 02/04/00		
41.	Collaborative Session 2 (IDEF To-Be Modeling)	15d	Mon 02/07/00	Fri 02/25/00		
42.	Pre-session Set-up and Review	1d	Mon 02/07/00	Mon 02/07/00		Audrulis,c3risk,GDIS
43.	Create (DITT) To-Be IDEF0 Model (8)	3d	Tue 02/08/00	Thu 02/10/00	42	Audrulis,c3risk,DCT,GDIS
44.	Post-Session Clean-up	1d	Fri 02/11/00	Fri 02/11/00	43	Audrulis,c3risk,GDIS
45.	Generate Session Report	10d	Mon 02/14/00	Fri 02/25/00		
46.	Draft DITT TO-BE IDEF0 Model Report	3d	Mon 02/14/00	Wed 02/16/00	44	c3risk,Audrulis,GDIS
47.	Review Report Draft (consultant)	2d	Thu 02/17/00	Fri 02/18/00	46	c3risk
48.	Review Report Draft (DCT)	2d	Mon 02/21/00	Tue 02/22/00	47	DCT
49.	Review Comment Telecon	1d	Wed 02/23/00	Wed 02/23/00	48	c3risk,DCT,GDIS,Audrulis
50.	Generate Final Report	2d	Thu 02/24/00	Fri 02/25/00	49	c3risk
51.	OO Modeling	42d	Mon 02/28/00	Tue 04/25/00		
52.	IDEF0 to OO Migration	16d	Mon 02/28/00	Mon 03/20/00		
53.	Migrate To-Be IDEF0 Model to OO Model (9)	4d	Mon 02/28/00	Thu 03/02/00	50	GDIS,c3risk,Audrulis
54.	Draft IDEF0 to OO Migration Report	3d	Fri 03/03/00	Tue 03/07/00	53	c3risk,GDIS,Audrulis
55.	Review Report Draft (consultant)	2d	Wed 03/08/00	Thu 03/09/00	54	c3risk
56.	Review Report Draft (DCT)	2d	Fri 03/10/00	Mon 03/13/00	55	DCT
57.	Generate Final Report	2d	Tue 03/14/00	Wed 03/15/00	56	c3risk
58.	Generate Briefing on IDEF0 to OO Migration	3d	Thu 03/16/00	Mon 03/20/00	57	GDIS,Audrulis,c3risk
59.	Collaborative Session 3 (OO Modeling)	22d	Mon 03/27/00	Tue 04/25/00		
60.	Pre-session Set-up and Review	1d	Mon 03/27/00	Mon 03/27/00	58	Audrulis,c3risk,GDIS
61.	OO Training Session (10)	3h	Tue 03/28/00	Tue 03/28/00	12,60	Audrulis,c3risk,DCT,GDIS
62.	Briefing on IDEF0 to OO Migration (11)	3h	Tue 03/28/00	Tue 03/28/00	61	Audrulis,c3risk,DCT,GDIS
63.	Discuss DCT Comments	2h	Tue 03/28/00	Tue 03/28/00	62	Audrulis,c3risk,DCT,GDIS
64.	Review/Finalize DITT OO Model (12 & 13)	3d	Wed 03/29/00	Fri 03/31/00	63	Audrulis,c3risk,DCT,GDIS
65.	Post-Session Clean-up	1d	Mon 04/03/00	Mon 04/03/00	64	Andrulis
66.	DITT To-Be Object Oriented Model Report	16d	Tue 04/04/00	Tue 04/25/00		
67.	Draft DITT To-Be Object Oriented Model Report (14)	5d	Tue 04/04/00	Mon 04/10/00	65	GDIS,Audrulis,c3risk
68.	Review Report Draft (consultant)	2d	Tue 04/11/00	Wed 04/12/00	67	c3risk
69.	Review Report Draft (DCT)	3d	Thu 04/13/00	Mon 04/17/00	68	DCT
70.	Review Comment Telecon 1	1d	Tue 04/18/00	Tue 04/18/00	69	c3risk,DCT,GDIS,Audrulis

Id	Task Name	Duration	Start	Finish	Predecessor	Assigned
71.	Review Report Draft (DCT)	2d	Wed 04/19/00	Thu 04/20/00	70	DCT
72.	Review Comment Telecon 2	1d	Fri 04/21/00	Fri 04/21/00	71	c3risk,DCT,GDIS,Audrulis
73.	Generate Final Report	2d	Mon 04/24/00	Tue 04/25/00	72	c3risk
74.	Collaborative Session 4 (System Requirements Document)	20d	Mon 05/01/00	Fri 05/26/00		
75.	Pre-session Set-up and Review	1d	Mon 05/01/00	Mon 05/01/00	73	Audrulis,c3risk,GDIS
76.	System Requirements Review Session	4d	Tue 05/02/00	Fri 05/05/00	75	Audrulis,c3risk,DCT,GDIS
77.	Post-Session Clean-up	1d	Mon 05/08/00	Mon 05/08/00	76	Andrulis
78.	Generate System Requirements Document	5d	Tue 05/09/00	Mon 05/15/00	77	GDIS,Audrulis,c3risk
79.	Review Document Draft (consultant)	2d	Tue 05/16/00	Wed 05/17/00	78	c3risk
80.	Review Document Draft (customer)	3d	Thu 05/18/00	Mon 05/22/00	79	DCT
81.	Review Comment Telecon	1d	Tue 05/23/00	Tue 05/23/00	80	c3risk,DCT,GDIS,Audrulis
82.	Generate Final Document	3d	Wed 05/24/00	Fri 05/26/00	81	c3risk
83.	Modeling Planning Meeting (14 & 15)	1d	Thu 05/04/00	Fri 05/05/00	76SS+3d	c3risk,DCT,GDIS

Appendix F – Node Tree

A-0 PROVIDE INFORMATION

A1 PROVIDE LESSONS LEARNED

A11 DEVELOP ANNUAL LESSONS LEARNED COLLECTION PLAN

A111 SOLICIT ISSUES

A112 RECEIVE ISSUES

A113 PRIORITIZE ISSUES

A12 PUBLISH ACTUAL OPERATIONS LESSONS LEARNED

A121 ESTABLISH CAAT

A122 CONDUCT PREDEPLOYMENT WORKSHOP

A123 COLLECT OBSERVATIONS

A124 CONDUCT POSTDEPLOYMENT WORKSHOP

A125 PUBLISH INITIAL IMPRESSIONS REPORT

A126 PUBLISH DERIVATIVE CALL PRODUCT

A13 PUBLISH TRAINING LESSONS LEARNED

A131 RECEIVE CTC INFORMATION

A132 REVIEW CTC INFORMATION

A133 FORM PRODUCT

A14 DISSEMINATE CALL PRODUCTS

A141 SEPARATE TYPE PRODUCT

A142 PROCESS HARD COPY

A143 PROCESS ELECTRONIC COPY

A144 STOCK PRODUCTS

A15 PROCESS REQUEST FOR INFORMATION

A151 ADMINISTRATE REQUEST

A152 RESEARCH REPOSITORIES

A153 GENERATE RESPONSE

A2 PROVIDE SECURITY ASSESSMENT

A21 DEVELOP RESEARCH PLAN

A22 PERFORM RESEARCH

A23 CREATE PRODUCT

A24 DISSEMINATE PRODUCT

A3 PROVIDE CALL WEB SITE

A31 PROCESS WEB ACQUISITIONS

A32 ADMINISTRATE CALL WEB SITE

A33 ENHANCE CALL WEB SITE

A34 PROVIDE RESOURCE TOOLS

A4 PROVIDE CALL DB

A41 PROCESS ACQUISITION

A411 RECEIVE ACQUISITION

A412 PREPARE ACQUISITION

A413 TRANSFER ELECTRONIC ACQUISITION

A414 TRANSFER OR RETIRE HARD-COPY DOCUMENTS AND RECORDS

A42 ADMINISTRATE CALL DB

A421 UPLOAD NEW DOCUMENT/RECORD

- A422 INDEX NEW DOCUMENT/RECORD
- A423 CORRECT ERRORS
- A424 CORRECT HIERARCHICAL STRUCTURE
- A425 CONDUCT BACKUP
- A43 ENHANCE CALL DB
 - A431 DETERMINE NEW REQUIREMENT
 - A432 RESEARCH POTENTIAL SOLUTIONS
 - A433 SELECT SOLUTION
 - A434 IMPLEMENT SOLUTION
- A44 RESEARCH CALL DB
 - A441 UPDATE CALL THESAURUS
 - A442 CREATE RESEARCH PRODUCTS
 - A443 RESPOND TO RFI
- A45 CONDUCT INFORMATION SECURITY
 - A451 CONDUCT SECURITY DECLASSIFICATION
 - A452 IDENTIFY SECURITY CLASSIFICATION LEVEL
 - A453 PERFORM PHYSICAL SECURITY
 - A454 REDACT DOCUMENT

Appendix G – Acronyms

ABCA	American, British, Canadian, Australian
ADC	Automated Document Conversion
ANDRULIS	Andrulis Corporation
AR	Army Regulation
ASD	Assistant Secretary of Defense
BDA	Battle Damage Assessment
C3I	Command, Control, Communications and Intelligence
C3risk	c3risk inc
CAAT	Combined Arms Assessment Team
CALCOMS	CALL
CALL	Center for Army Lessons Learned
CD-ROM	Compact Disc Read Only Memory
CTC	Combined Training Center
DAPS	Defense Automated Printing Service
DITT	Department of Defense Information Technology Testbed
DLSIE	Defense Logistics Service Exchange
DOD or DoD	Department of Defense
DOIM	Director of Information Management
ECHO	European Command History On-Line
EO	Executive Order
EUCOM	European Command
FMSO	Foreign Military Studies Office
FOIA	Freedom of Information Act
FRC	Federal Code of Regulation
GDIS	General Dynamics Information Systems
GOTS	Government off the Shelf Software
HQ	Headquarters
HTML	Hyper Text Markup Language
HTTP	Hyper Text Telnet Protocol
ICOM	Input, Control, Output, Mechanism
IDEF0	Integration Definition for Function Modeling
IDEF1X	Integration Definition for Information Modeling
IIR	Initial Impression Report
KS	Kansas
LL	Lessons Learned
MARKS	Modern Army Record Keeping System
MMBL	Mounted Maneuver Battle Laboratory
MN	Minnesota
MOU	Memorandum of Understanding

NARA	National Archives and Records Administration
OCR	Optical Character Recognition
OO	Object Oriented
PDF	Portable Document Format
PfP	Partnership for Peace
PIMS	PfP Information Management System
RFI	Request for Information
RMA	Records Management Application
RMDA	Records Management Declassification Agency
SIPRNet	Secure Protocol Network
SME	Subject Matter Expert
SSN	Social Security Number
STD	Standard Deviation
TIFF	Tagged Information File Format
TOC	Tactical Operations Center
TRADOC	Training and Doctrine Command
TXT	Text File
USC	United States Code
VA	Virginia
WAN	Wide Area Network
XCOMS	Joint CALLCOMS